

## **The Influence of Green Training, Green Transformational Leadership, and Corporate Culture on Corporate Sustainable Performance at PT. Angkasa Pura Indonesia Pekanbaru City Branch Office**

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### **Abstract**

This study aims to analyze the effect of Green Training, Green Transformational Leadership, and Corporate Culture on Corporate Sustainable Performance at PT Angkasa Pura Indonesia, Pekanbaru Branch Office. This research employed a quantitative approach with a population of 174 employees. The sample was determined using Slovin's formula, resulting in 123 respondents selected through proportional stratified random sampling. Data were collected using Likert-scale questionnaires and processed with SPSS version 26. The analysis included descriptive statistics, data quality tests, classical assumption tests, multiple linear regression analysis, t-test, F-test, and the coefficient of determination at a 0.05 significance level. The results indicate that, partially, Green Training and Green Transformational Leadership have a positive and significant effect on Corporate Sustainable Performance, while Corporate Culture has no significant effect. Simultaneously, the three variables significantly influence Corporate Sustainable Performance. Based on the coefficient of determination ( $R^2$ ), Green Training, Green Transformational Leadership, and Corporate Culture contributed 71.9% to Corporate Sustainable Performance, while the remaining 28.1% was influenced by other factors not examined in this study.

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**Keywords:** Corporate Culture; Corporate Sustainable Performance; Green Training; Green Transformational Leadership; Quantitative Research.

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### **INTRODUCTION**

In this era of globalization, ozone depletion is one of the global environmental problems that has a significant impact on human health, ecosystem balance, and climate change (Abdulsalam, Tajudeen, Subair, Ogherohwo, & Raji, 2025; Kumar, Singh, & Kumar, 2025). The ozone layer serves as a protector of the Earth from excessive ultraviolet (UV) radiation, but industrial and business activities that produce Ozone Depleting Substances (ODS) such as chlorofluorocarbons (CFCs), halon, and hydrochlorofluorocarbons (HCFCs) have accelerated its deterioration (Marinić, 2023).

The impact of business activities that have the potential to cause environmental damage has triggered increasing pressure from various stakeholders on companies (Octavio & Setiawan, 2025; Sun, Sulemana, & Agyemang, 2025). This condition requires companies to develop environmentally based green engagement as an integral part of implementing Corporate Social Responsibility (CSR) practices to support operational sustainability and environmental responsibility (Basheer, Hassan, Ali, Sabir, & Waemustafa, 2025; Wang, Hu, Ren, Liu, & Yu, 2025). In the context of modern industry, a company's success is no longer solely measured by financial performance but also by its ability to create economic, social, and environmental value in a sustainable manner (Yanti & Nawangsari, 2019).

In the modern era, sustainability has become a strategic aspect of business operations, especially in the aviation industry, which has a considerable impact on the environment

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(Eyeregbu, 2025; Sasra, (MHI), & 2025, 2025). Airports play a fundamental role in reducing carbon footprints, improving energy efficiency, and implementing environmentally friendly practices in all areas of operation (Dalei, Chourasia, & Pal, 2025; El Zein, Karimipanah, & Ameen, 2025). The aviation industry contributes significantly to CO<sub>2</sub> emissions not only from flights but also from supporting infrastructure, such as large airport terminals that operate 24 hours a day and require substantial energy for HVAC systems, lighting, and other facilities (Ferreira et al., 2024). To address this, the green airport concept has been developed, incorporating energy-saving technologies such as LED lighting, intelligent energy management systems, waste management, water conservation, and protection of ecosystems around airports (El Zein et al., 2025; Santa et al., 2020).

PT Angkasa Pura Indonesia, Pekanbaru Branch Office, as the manager of Sultan Syarif Kasim II Airport, plays a strategic role in supporting the achievement of Corporate Sustainable Performance (CSP) through the implementation of the Green Airport policy (Haribowo & Utama, 2024; Rizki & Bayangkara, 2025). Based on the results of an interview with the Assistant Manager of Human Capital Business Partner and General Services, PT Angkasa Pura Indonesia, Pekanbaru Branch Office, has integrated sustainability principles into airport operations with a focus on energy efficiency, environmental management, and the involvement of all work units. These efforts include the use of energy-efficient lighting systems, integrated waste management, the use of green spaces, and the implementation of environmental awareness campaigns for employees. The implementation of these measures ensures compliance with national environmental regulations and strengthens the company's image as an entity committed to environmental sustainability and the welfare of the surrounding community (Bhattacharjee, Singh, & Singh, 2025; Xia, Cao, & Bilawal Khaskheli, 2025).

In an effort to achieve Corporate Sustainable Performance, PT Angkasa Pura Indonesia focuses its sustainability strategy on three main aspects: Green Training, Green Transformational Leadership, and Corporate Culture. These three elements are considered key factors in shaping a culture of sustainability within the organization, ensuring that green policies are not only implemented structurally but also ingrained in the values embraced by all employees (Aggarwal & Agarwala, 2021).

Based on the results of a pre-survey on Corporate Sustainable Performance (CSP), it was identified that there was a gap in employees' understanding of the CSP concept and the implementation of the company's sustainability program. This condition is reflected in the fact that some employees still cannot clearly describe the sustainability programs that have been implemented, emphasizing the need for more comprehensive socialization and training efforts (Sasaki & Stubbs, 2025; Sukumaran & Meetna, 2025). Although the company allocates 2%–5% of its annual net profit to sustainability programs, such as green infrastructure and waste management, their effectiveness still needs improvement (Jadhav, Pandey, Pawar, & Kadam, 2025; Owojori & Erasmus, 2025). The main obstacles include a lack of practical training for employees and limited supporting facilities (Amghani, Miladi, Savari, & Mojtabahedi, 2025; Bunyamin et al., 2025).

As a first step in strengthening sustainability implementation, Green Training is a crucial aspect that ensures all employees possess the competence, awareness, and skills needed to support the company's environmentally friendly policies (Papademetriou, Anastasiadou, Belias, & Ragazou, 2025). Green Training is a program designed to improve employees'

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knowledge, skills, and awareness of environmentally friendly practices in the workplace. The program not only aims to meet environmental regulations but also to cultivate work behaviors that support corporate sustainability (Aniqoh et al., 2022).

PT Angkasa Pura Indonesia, Pekanbaru Branch Office, applies the Green Training concept in its human resource management. Green Training at this company is held twice a year, in June and December. The program is implemented by the Environment Division and the Electrical Division, and the training results are included in the company's Environmental Management Plan (RKL) and Environmental Monitoring Plan (RPL) documents. Based on interviews with relevant parties, this training focuses not only on fulfilling regulatory obligations but also on raising employee awareness of the importance of sustainable environmental management. The primary focus of the training includes managing airside airport facilities and monitoring environmental quality to support sustainable and environmentally friendly airport operations.

This Green Training program also serves as a means of evaluating the implementation of the company's environmental policies. Through these activities, management can assess the extent to which employees can apply sustainability principles in their daily operational activities. The types of training carried out at PT Angkasa Pura Indonesia, Pekanbaru Branch Office, are as follows:

**Table 1. Types of Training *Green Training***

Yes	Training Name	Number of Participants		Training Evaluation
		June	December	
1.	<i>Airport Air Side Facilities)</i> <i>Runwayb) Taxiwayc)</i> <i>Drainage</i> <i>d) Accessibility)</i> Environment: Park, Toxic Waste, Grass, Garbage	89 people	88 people	The evaluation shows that employees have understood the material regarding <i>runaway management, taxiways, drainage</i> , and environmental aspects. However, implementation in the field still needs to be improved, especially in waste control, waste management, and green area maintenance. This indicates that the training results are not fully reflected in daily work practices.
2.	Test Result Report) Air Quality b) Environmental Noise Quality c) Surface Water Quality and) Wastewater Quality (Clean Water Quality	89 people	88 people	Employees are able to compile reports on the results of air, noise, and water quality tests quite well in terms of accuracy and completeness. However, the use of the report as a basis for environmental improvement actions is still limited. Thus, the training provided supports the administrative aspect more than the real application in the field.

Source: PT Angkasa Pura Indonesia Pekanbaru City Branch Office, 2025.

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The table above shows that the company has conducted various types of training related to facility management and environmental quality testing. The training was attended by 89 participants in June and 88 participants in December for each program and was designed to improve the technical competence and environmental awareness of employees in carrying out their daily tasks.

To ensure that the training can be properly implemented, periodic evaluations are conducted to confirm that the training materials are effectively applied by employees in their daily work. This evaluation process includes direct field observations, assessments of work reports, and monitoring employee contributions in supporting environmental performance and overall operational sustainability. Such evaluations ensure that the training provided is not only understood theoretically but also implemented consistently in practice, thereby improving the company's Corporate Sustainable Performance (CSP).

However, based on the results of an interview with Mr. Mikael, the person in charge of the training program in the Environment and Electrical Division, several issues were found in the implementation of Green Training in the field. One of the main obstacles is the low awareness and initiative of employees after participating in the training, as most have not fully applied the material provided to their daily work practices. This condition highlights a gap between the company's efforts to provide environmental education and training and the expected behavioral changes, indicating that the application of training materials is less than optimal. Thus, although PT Angkasa Pura Indonesia has made efforts to fulfill the Green Training aspect as part of its commitment to sustainability, building a strong culture of environmental awareness among employees still requires serious attention.

This condition confirms that the success of Green Training depends not only on the quality of the material or the frequency of the training but also on a leadership style that inspires, motivates, and sets a real example for employees (Rizki Handayani et al., 2025). In this case, Green Transformational Leadership plays a strategic role in promoting the internalization of sustainability values within the work environment of PT Angkasa Pura Indonesia, Pekanbaru Branch Office. Leaders who adopt this leadership style can build a shared vision of sustainability, create a work climate that supports environmentally friendly innovation, and guide employees to adopt more eco-conscious behaviors (Aria et al., 2025).

According to Syailatul (2025), Green Transformational Leadership significantly contributes to strengthening employees' environmental commitment through inspiration, intellectual stimulation, individual attention, and examples of green behavior. Therefore, the implementation of sustainability-oriented transformational leadership can be a key factor that bridges the gap between knowledge gained through training and the consistent application of sustainable practices in the workplace.

PT Angkasa Pura Indonesia, Pekanbaru Branch Office, has implemented the principles of Green Transformational Leadership in its operations, as reflected in company policies and concrete actions that support environmental sustainability. Leaders in this company not only direct employees to comply with eco-friendly policies but also serve as role models, motivators, and mentors in implementing daily sustainability practices. The implementation of Green Transformational Leadership is reflected through various activities, including:

**Table 2. Types of Programs *Green Transformational Leadership***

No.	Activities	Date	Number of Employees Involved
1.	Planting of 6,200 mangrove trees at Raja Kecik Tourism Beach, Bengkalis, Riau.	20 January 2022	60 people
2.	Planting of 5100 Tabebuya (Sakura) trees simultaneously in the work area of <i>InJourney</i> members.	March 8, 2024	45 people
3.	Participation in the purchase of 500 durian seeds at FKIP UNRI activities	6 September 2024	40 people

Source: PT Angkasa Pura Indonesia Pekanbaru City Branch Office, 2025.

These activities not only aim to support greening efforts, but also as a medium to build environmental awareness among the company's employees, by involving them in the planning and implementation of such green activities.

In addition, the implementation of *Green Transformational Leadership* at PT Angkasa Pura Indonesia Pekanbaru Branch Office is also reflected in the practice of *Green Personal Care*, which is the leader's concern for the welfare of employees and the work environment. Concrete forms of this concern include:

1. The provision of additional health facilities such as periodic health check-up programs that are carried out annually for all employees, including health impact checks due to exposure to the work environment at the airport.
2. The provision of green open space (RTH) in the office area is an effort to maintain air quality and provide a relaxation space for employees.
3. Implementation of *employee well-being programs*, such as the provision of bicycle lanes and joint sports activities (e.g., weekly routine gymnastics and *fun bikes*) to support employees' physical health while reducing carbon emissions.

However, behind these efforts, there are still challenges that need attention. The level of employee participation in the green program remains limited, with the number of participants only ranging from 40–60 people per activity. This condition shows that although company leaders have practiced Green Transformational Leadership, implemented Green Personal Care, and initiated various sustainability programs, employee motivation to actively engage is not evenly distributed overall.

In addition, the company has not fully integrated formal and ongoing environmental training or education in its human resource development programs. Without strengthening training and formal recognition of employees' contributions to sustainability, it will be difficult to achieve a fully green work culture. This gap is one of the main challenges that must be overcome so that the implementation of Green Transformational Leadership can have a wider and more sustainable impact.

This gap indicates that the successful implementation of Green Transformational Leadership depends not only on leadership policies and initiatives, but also on a supportive company culture. Corporate Culture plays an important role in shaping the behavior, values,

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and commitment of all employees to sustainability (Wulansari et al., 2024). Without an organizational culture aligned with environmentally friendly principles, the various green programs that have been implemented risk becoming mere formalities and not being internalized in daily work activities.

PT Angkasa Pura Indonesia has succeeded in integrating sustainability values into its corporate culture through various initiatives, such as Green Procurement, which prioritizes the use of environmentally friendly materials in the procurement of goods and services, the Reduce, Reuse, Recycle (3R) strategy in waste management, and zero plastic waste campaigns aimed at reducing the use of single-use plastics in the airport area. One clear implementation of this sustainability culture is the adoption of a paperless office policy, where most documents and reports are now digital-based to reduce paper usage.

The organizational culture at PT Angkasa Pura Indonesia is based on the values of AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative), which serve as a guideline in creating a professional, inclusive, and integrity-oriented work environment. The Human Capital Business Sector (HCBP) and General Services (GS) divisions play a strategic role in strengthening this culture through programs that focus not only on improving professional competencies but also on employee welfare, in accordance with the orientation indicators of organizational members. The implementation of programs such as joint sports activities (benefits), the provision of green open spaces, fun bikes, and the construction of bicycle lanes in the airport area are tangible expressions of the company's commitment to improving employees' physical health and work environment comfort.

Additionally, the company supports employees' personal needs through regular recreational and vacation programs to help reduce work stress. One such initiative is the Thank God It's Friday (TGIF) program, which sets aside time every Friday afternoon for leisure activities such as games, stand-up comedy, and other entertainment. This program is designed to maintain employee work-life balance, therefore increasing motivation, loyalty, and productivity.

PT Angkasa Pura Indonesia also runs various Culture Activation Programs to support the formation of a stronger organizational culture. These programs include:

**Table 3. Culture Activation Program**

No.	Activity Name	Program Description
1.	Leader's Inspire	The <i>sharing session</i> was held by the <i>Board of Directors</i> (BOD) and the <i>Board of Directors</i> Level-1 (BOD-1) to discuss work experience, <i>best practices</i> , and career development, without covering business achievements.
2.	iPod	Provision of stock content such as posters, vlog videos, and <i>podcasts</i> Question and Answer ( <i>QnA</i> ) sessions that discuss employees' personal lives, to build closeness, openness, and engagement between employees.
3.	Smile (Monday Comfort)	Mentoring and coaching sessions are held every Monday at the beginning of the month, led by the <i>Vice President</i> (VP) or <i>Assistant Vice President</i> (AVP) to the work team under his supervision, to strengthen communication and competency development.
4.	Benefit	Joint sports activities that aim to improve endurance, physical fitness, and employee morale. This activity also strengthens the

		relationship between work units.
5.	KNOW's ( <i>Knowledge Sharing</i> )	A <i>sharing session</i> on work experience and <i>best practices</i> presented by <i>Vice President</i> (VP), <i>Assistant Vice President</i> (AVP), or <i>subject matter expert</i> to share knowledge in a professional and operational context.
6.	Kabayan (Thursday with a Comfortable Culture)	The program for the use of <i>outfits</i> or clothes with Indonesian cultural nuances is carried out every Thursday to strengthen the sense of togetherness, national pride, and preservation of cultural values.
7.	TGIF ( <i>Thank God It's Friday</i> )	Free <i>time</i> is given every Friday at 16.00–17.00 WIB to reduce work burnout, with various activities such as card games, <i>PlayStation</i> , <i>Mobile Legends</i> , <i>Dance Floor</i> , and <i>Open Mic/Stand-Up Comedy</i> .
8.	<i>Initiative Program</i>	Additional programs outside of the seven main activities that have been determined, are structured based on ideas or initiatives from employees and leaders to strengthen company culture and employee engagement.

Source: PT Angkasa Pura Indonesia Pekanbaru City Branch Office, 2025.

Although various organizational culture programs have been implemented optimally, the reality at PT Angkasa Pura Indonesia Pekanbaru City Branch Office shows that challenges remain in comprehensively internalizing these cultural values among all employees. The level of employee involvement in programs supporting the company's culture, especially those related to sustainability and well-being, still requires optimization. For example, participation in recreational activities, joint sports, and Thank God It's Friday (TGIF) is not evenly distributed across all work units, but is instead more dominantly followed by employees in particular divisions.

The phenomenon of a gap between the implementation of company culture and balanced employee engagement reveals potential obstacles to achieving sustainability performance at PT Angkasa Pura Indonesia Pekanbaru City Branch Office. From this context, this study was conducted under the title "The Influence of Green Training, Green Transformational Leadership, and Corporate Culture on Corporate Sustainable Performance at PT Angkasa Pura Indonesia Pekanbaru City Branch Office", aiming to analyze the influence of each variable both partially and simultaneously on the company's sustainability performance. This research is expected to offer theoretical benefits by contributing to the development of human resource management and corporate sustainability, as well as practical advantages for the company in optimizing training strategies, green leadership, and organizational culture. In addition, the results of this study are anticipated to provide insights for managers and leaders to encourage employee participation in environmentally friendly initiatives, increase efficiency and innovation, and strengthen environmental awareness. For employees, this research is expected to increase awareness and competence in supporting sustainability, while for the author, it is a means of expanding knowledge and analytical skills in sustainability management for academic and professional growth.

## RESEARCH METHODS

This research method uses a descriptive quantitative approach, conducted at PT Angkasa Pura Indonesia Pekanbaru City Branch Office during January–August 2025, and

includes the stages of preparation, collection, processing, and data analysis. The research population consisted of 177 employees, with a sample of 123 respondents determined using the proportionate stratified random sampling technique so that each division was proportionally represented. Primary data were obtained through questionnaires based on the Likert scale of 1–5, which were distributed both in person and online, while secondary data were gathered from books, articles, and company documents. The variables studied included Green Training ( $X_1$ ), Green Transformational Leadership ( $X_2$ ), Corporate Culture ( $X_3$ ), and Corporate Sustainable Performance (Y), all of which were operationalized through relevant indicators according to the literature. Data analysis was performed with descriptive statistics to describe the characteristics of respondents and variables, followed by data quality tests (validity and reliability tests), classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis to test the partial and simultaneous effects of the independent variables on the dependent variable through the t-test, F-test, and determination coefficient ( $R^2$ ).

## RESULTS AND DISCUSSION

### Descriptive Analysis of Research Variables

Descriptive analysis is applied to analyze data by describing the data that has been collected as it is, without aiming to draw generalizing conclusions. Through this descriptive analysis, the respondents' perception of the variables studied can be obtained, using the following average scale intervals:

$$\bar{x} = \frac{\sum X}{\pi}$$

Information:

$\bar{x}$  = mean or average

$\sum X$  = The sum of the total data values

$\pi$  = Amount of data

To interpret the average value, an interval scale is used by:

$$\text{Interval} = \frac{\text{Highest score} - \text{Lowest score}}{\text{Number of Statement Criteria}}$$

$$\text{Interval} = \frac{5-1}{5} = 0,8$$

### Data Quality Test

#### Validity Test

According to Ghazali (2018), the validity test is used to determine whether a questionnaire is valid or valid. It is a tool used to ensure that the data obtained is completely valid and accurate. This study uses the SPSS *Statistical Package for the Social Sciences* (SPSS) version 26 application by comparing r calculations with  $r_{\text{tables}}$ . The significance of table r ( $\alpha$ ) is 5% or 0.05. The data is said to be valid if  $r_{\text{calculated}} > r$  of the table with a significance level of 0.05 or 5%, then the instrument is said to be valid. When the value of  $r_{\text{is calculated}} < r$  of a table with a significance level of 0.05 or 5%, then the instrument is said to be invalid. R table is a table of numbers used to test the validity test results of a research instrument using *Pearson's Product*

*Moment.*

The formula used to determine the value of  $r$  in the table is:  $df = n - 2$ . The  $r$ -value of the table can be calculated by the equation  $N-2 = 123-2 = 121$ . Based on *Pearson's Product Moment table*, the  $r$ -value of the table obtained is 0.1771. The results of the validity test can be seen in the table below.

**Table 4. Validity Test Results**

No	Variable	Item	Calculation	rtable	Information
1	<i>Corporate Sustainable Performance (Y)</i>	Y.1	0,880	0,1771	Valid
		Y.2	0,910	0,1771	Valid
		Y.3	0,907	0,1771	Valid
2	<i>Green Training (X<sub>1</sub>)</i>	X <sub>1</sub> .1	0,905	0,1771	Valid
		X <sub>1</sub> .2	0,889	0,1771	Valid
		X <sub>1</sub> .3	0,895	0,1771	Valid
		X <sub>1</sub> .4	0,875	0,1771	Valid
		X <sub>1</sub> .5	0,881	0,1771	Valid
		X <sub>2</sub> .1	0,845	0,1771	Valid
3	<i>Green Transformational Leadership (X<sub>2</sub>)</i>	X <sub>2</sub> .2	0,716	0,1771	Valid
		X <sub>2</sub> .3	0,779	0,1771	Valid
		X <sub>2</sub> .4	0,880	0,1771	Valid
		X <sub>2</sub> .5	0,491	0,1771	Valid
		X <sub>3</sub> .1	0,857	0,1771	Valid
4	<i>Corporate Culture (X<sub>3</sub>)</i>	X <sub>3</sub> .2	0,824	0,1771	Valid
		X <sub>3</sub> .3	0,838	0,1771	Valid
		X <sub>3</sub> .4	0,878	0,1771	Valid
		X <sub>3</sub> .5	0,878	0,1771	Valid
		X <sub>3</sub> .6	0,848	0,1771	Valid

Source: SPSS 26, 2025 Processed Data.

Based on the results of the validity test using SPSS 26 contained in Table 5.10 above, it was obtained that the calculated  $r$  value for each statement item in the questionnaire was greater than the  $r$  value of the table, which was 0.1771. Therefore, it can be concluded that all items in this research questionnaire meet the validity criteria and are declared valid.

*Reliability Test*

According to Ghazali (2018), reliability testing is a process to measure the level of consistency of an instrument. One way to measure reliability is to look at *Cronbach's alpha* value. A variable is considered reliable if it has *Cronbach's alpha* value  $> 0.60$ . The results of the reliability test can be seen in table 5 below.

**Table 5. Reliability Test Results**

Variable	<i>Cronbach's Alpha</i>	Tanda	Criterion	Information
<i>Green Training (X<sub>1</sub>)</i>	0,881	>	0,60	Reliable
<i>Green Transformational Leadership (X<sub>2</sub>)</i>	0,933	>	0,60	Reliable

<b>Corporate Culture (X<sub>3</sub>)</b>	0,796	>	0,60	Reliable
<b>Corporate Sustainable Performance (Y)</b>	0,926	>	0,60	Reliable

Source: SPSS 26, 2025 Processed Data.

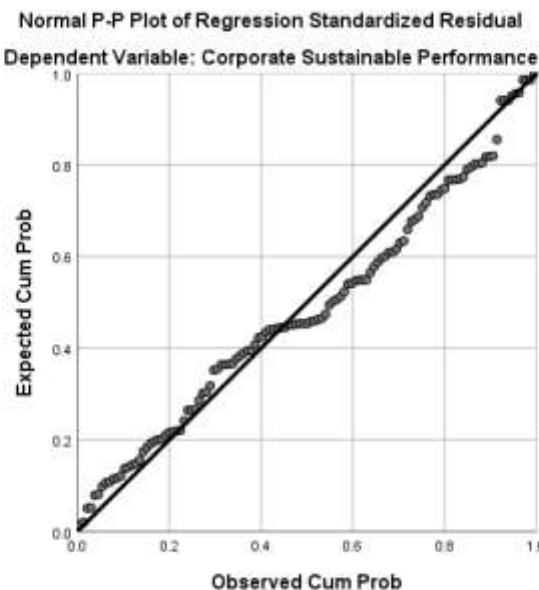
Based on the results of the reliability test using SPSS 26 contained in Table 5.11 above, the results were obtained that *Cronbach's Alpha* value  $> 0.60$  for each variable so that it was declared reliable.

## Classic Assumption Test

### Normality Test

The normality test aims to test whether the residual in the distributed regression model is normal, because a good regression model has normally distributed data. The *Kolmogorov-Smirnov* (K-S) test in SPSS is used to detect normality, with the criterion of normal distributed residual if the significance value is  $> 0.05$  (Ghozali, 2018). This test is important to ensure that the regression assumption is met. If these assumptions are not met, the results of the regression analysis may be less accurate.

In addition to using the *Kolmogorov-Smirnov test*, the normality of the data can also be seen through the P-plot graph. If the points are spread along a diagonal line consistently, then the data can be considered normally distributed. Conversely, if the points deviate far from the diagonal line, especially at the beginning or end, then the data is likely not to be normally distributed. Here's a graphic image of the P-plot:



**Figure 1. P-Plot Graphic Images**

Source: SPSS 26, 2025 Processed Data.

From Figure 1 of the P-P Plot graph above, it can be seen that the data points are around the diagonal line and follow its direction. This suggests that residual data tends to be normally distributed. In other words, the data did not deviate far from the normal pattern, so the

assumption of normality in the regression analysis was met. This is important because residual normality helps ensure that the results of the analysis are more accurate and trustworthy.

The researcher also performed the *Kolmogorov-Smirnov* test to re-confirm whether the results of the normality test were normal, with the following results:

**Table 6. Normality Test Results Using Kolmogorov-Smirnov**

<i>One-Sample Kolmogorov-Smirnov Test</i>		
<i>Unstandardized Residual</i>		
<i>N</i>		123
<i>Normal Parameters<sup>a,b</sup></i>	<i>Mean</i>	.0000000
	<i>Hours of deviation</i>	1.00991719
<i>Most Extreme Differences</i>	<i>Absolute</i>	.088
	<i>Positive</i>	.088
	<i>Negative</i>	-.057
<i>Test Statistic</i>		.088
<i>Asymp. Sig. (2-tailed)</i>		.200c
<i>a. Test distribution is Normal.</i>		
<i>b. Calculated from data.</i>		
<i>c. Lilliefors Significance Correction.</i>		

Source: SPSS 26, 2025 Processed Data.

Based on Table 6, an *Asymp. Sig. (2-tailed)* value of  $0.200 > 0.05$  was obtained, indicating that the standardized residual values were spread normally.

### **Multicollinearity Test**

The multicollinearity test aims to identify whether there is a multicorrelation problem between independent variables. Multicollinearity occurs when there is a very high or very low correlation between independent variables. This test is important when there is more than one independent variable (Ghozali, 2018). The multicollinearity test can be seen from the value of VIF (*Variance Inflation Factor*) and *tolerance*. If the tolerance value is above  $> 0.1$  and the VIF value is  $< 10$ , then there is no multicollinearity in the independent variable. On the other hand, multicollinearity will occur if the VIF value is  $> 10$  or tolerance is less than 0.1 (Ghozali, 2018).

**Table 7. Multicollinearity Test Results**

<i>Model</i>	<i>Coefficients<sup>a</sup></i>						<i>Collinearity Statistics</i>	
	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		<i>t</i>	<i>Itself.</i>		
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>Coefficients</i>				
1 ( <i>Constant</i> )	.154	.838			.184	.854		
<i>Green Training</i>	.470	.029		.803	16.269	.000	.747 1.338	
<i>Green Transformational Leadership</i>	.124	.043		.145	2.880	.005	.722 1.386	
<i>Corporate Culture</i>	.004	.023		.007	.169	.866	.925 1.081	

a. *Dependent Variable: Corporate Sustainable Performance*

Source: SPSS Processed Results 26, 2025.

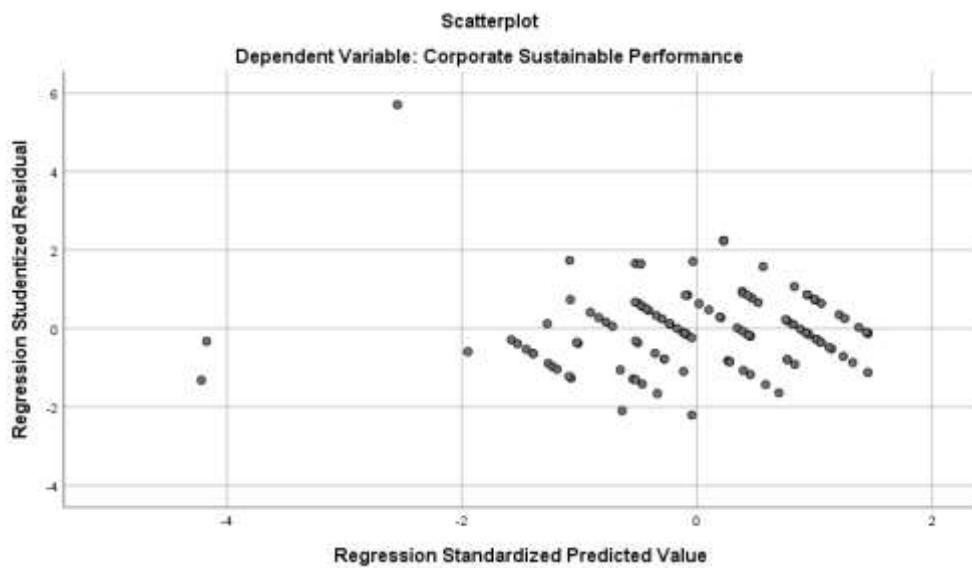
Based on Table 7, it can be seen that the *tolerance* values for the independent variables that are all greater than 0.1. Meanwhile, the VIF values for all of which are less than 10. Therefore, it can be concluded that in the regression model used in this study, there are no symptoms of multicollinearity. This shows that the independent variables in the model do not have a high correlation relationship with each other, so each variable is able to contribute independently to the dependent variable.

**Heteroscedasticity Test**

The heteroscedasticity test aims to test whether there is a residual variance disparity between observations in the regression model (Ghozali, 2018). The decision was taken based on two conditions:

1. If the dots form a regular pattern (e.g. wavy or widening and heteroscedasticity narrowing), then it indicates their presence.
2. If the dots are randomly scattered above and below the number 0 on the Y axis, then heteroscedasticity does not occur (Ghozali, 2018).

This test was done by looking at the pattern on the scatterplot graph between SRESID and ZPRED. Here's a picture of the *Scatterplot*:



**Figure 2. Heteroscedasticity Test Results**

Source: SPSS 26, 2025 Processed Data.

Based on Figure 2, it can be seen that the points are scattered randomly, so it can be concluded that in this study, the regression model does not show the presence of heteroscedasticity. Thus, the regression model used in this study meets the classical assumption of heteroscedasticity, so the model is considered feasible for use in multiple linear regression analysis. This condition shows that the residual variance in each observation is homogeneous, so that the results of the regression coefficient estimation can be interpreted accurately and unbiasedly.

### Multiple Linear Regression Analysis

This study uses multiple linear regression analysis techniques to find out whether there is an influence between independent variables and bound variables. This analysis aims to measure the extent to which changes in bound variables are influenced by two or more independent variables (Ghozali, 2018).

The regression model used in this research study was formulated to determine the influence of free variables on bound variables, and was expressed systematically through multiple linear regression equations, which were compiled based on the results of respondent data processing. The equation is presented as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

And : *Corporate Sustainable Performance*

a : Konstanta

$b_1, b_2, b_3$  : Independent variable regression coefficient

$X_1$  : *Green Training*

$X_2$  : *Green Transformational Leadership*

$X_3$  : *Corporate Culture*

and : Error

The following is presented a table of multiple linear regression test results used to analyze the relationship and influence between independent variables on bound variables in this study. This table contains the value of the coefficient, significance value, and other statistical indicators that are the interpretation of the model built.

**Table 8. Multiple Linear Regression Analysis Results**

Model	Coefficients <sup>a</sup>		Beta	t	Itself.			
	Unstandardized Coefficients							
	B	Std. Error						
1 (Constant)	.154	.838		.184	.854			
<i>Green Training</i>	.470	.029		.803	16.269			
<i>Green Transformational Leadership</i>	.124	.043		.145	2.880			
<i>Corporate Culture</i>	.004	.023		.007	.169			
a. Dependent Variable: <i>Corporate Sustainable Performance</i>								

Source : Processed Results SPSS 26, 2025.

Based on Table 8, the regression equation can be found as follows;

$$Y = 0,154 + 0,470X_1 + 0,124X_2 + 0,004X_3 + e$$

From the regression equation above, it can be explained as follows:

1. A Constant value of 0.154 indicates that if the variables *Green Training* ( $X_1$ ), *Green Transformational Leadership* ( $X_2$ ), and *Corporate Culture* ( $X_3$ ) are assumed to be zero, then *Corporate Sustainable Performance* (Y) will be valued at 0.154 or not affected by

other independent variables.

2. The value of the regression coefficient on the *Green Training* variable ( $X_1$ ) is 0.470 and has a positive value. This can be interpreted as having a positive effect on *Corporate Sustainable Performance*. Thus, every one unit increase in *Green Training* will increase *Corporate Sustainable Performance* by 0.470 assuming other variables are constant. These findings suggest that adequate environmental training has a significant contribution to a company's sustainability.
3. The value of the regression coefficient in the *Green Transformational Leadership* ( $X_2$ ) variable was 0.124 and had a positive value. This means that *Green Transformational Leadership* also has a positive influence on *Corporate Sustainable Performance*. This means that every one unit increase in environment-based transformational leadership will increase the company's sustainability performance by 0.124, assuming the other variables remain the same. In other words, the role of leaders in setting examples, motivation, and inspiration for employees also strengthens the company's sustainability practices.
4. The value of the regression coefficient in the *Corporate Culture* variable ( $X_3$ ) is 0.004 and has a positive value. However, this value is very small and statistically insignificant. This can be interpreted that *Corporate Culture* does not have a significant influence on *Corporate Sustainable Performance*. In other words, the existing company culture is not strong enough or consistent enough to encourage the achievement of corporate sustainability compared to other variables.
5. Standard error (e) is a random variable that has a probability distribution and reflects other factors outside the model that can affect *Corporate Sustainable Performance*, but is not included in this regression equation.

## Discussion of Research Results

### The Influence of Green Training, Green Transformational Leadership, and Corporate Culture on Corporate Sustainable Performance

The results of the study show that Green Training, Green Transformational Leadership, and Corporate Culture simultaneously have a positive and significant effect on Corporate Sustainable Performance (CSP) at PT Angkasa Pura Indonesia Pekanbaru City Branch Office. The indicator with the highest score is the company's ability to establish sustainable cooperation with the community through environmental care programs, such as MSME empowerment and job skills training. This confirms that social sustainability plays a major role in strengthening the company's image and legitimacy. Of the three variables, Green Training makes a direct contribution by improving employees' eco-friendly skills, while Green Transformational Leadership motivates employee participation through leadership role models and inspiration. Although Corporate Culture does not have a significant partial effect, its integration remains important for underpinning sustainability values. These findings are in line with research by Chen et al. (2023), Nguyen (2021), and Dzhunushalieva & Teuber (2024), which affirm that training, green leadership, and organizational culture play roles in building strong sustainable performance.

### The Effect of Green Training on Corporate Sustainable Performance

This research proves that Green Training has a positive and significant effect on Corporate Sustainable Performance. Employees who participate in environmental training demonstrate the ability to apply training outcomes in daily work, such as waste management,

energy efficiency, and plastic use reduction. Green Training programs have been proven effective in increasing employee awareness, knowledge, and commitment to sustainable practices. This impact not only improves operational efficiency but also strengthens the company's reputation as an environmentally responsible entity. The results of this study are in line with Rahman et al. (2022), Ali & Khan (2020), and Gao et al. (2020), who found that green training can improve sustainable performance by strengthening pro-environmental behaviors and sustainable innovation in the workplace.

### **The Influence of Green Transformational Leadership on Corporate Sustainable Performance**

The results of the study show that Green Transformational Leadership has a positive and significant effect on Corporate Sustainable Performance. Leaders who provide inspiration, motivation, and support for environmental initiatives encourage employees to actively participate in the company's sustainability programs. This leadership style creates a collaborative work climate oriented toward a long-term environmental vision. Leaders committed to green values not only direct but also foster an intrinsic awareness that sustainability is a shared responsibility. These results are consistent with research by Liu & Zhang (2023), Zhang & Li (2021), and Huang (2019), which affirm that green transformational leadership improves sustainable performance, green innovation, and organizational commitment to the environment.

### **The Influence of Corporate Culture on Corporate Sustainable Performance**

The study shows that Corporate Culture does not have a significant effect on Corporate Sustainable Performance at PT Angkasa Pura Indonesia Pekanbaru City Branch Office. Although corporate culture has great potential to influence sustainability, environmentally oriented cultural values have not yet been fully internalized into work behavior and management systems. The current organizational culture still focuses on service and operational safety aspects, so the sustainability aspect has not yet become a major component of company values. The indicator with the highest score is team collaboration in sustainability activities, reflecting a spirit of togetherness even though it has not been systematically integrated. These results align with research by Wang et al. (2022) and Islam & Tseng (2019), which show that organizational culture often lacks a direct effect on sustainability performance without consistent innovation and internalization of green values.

## **CONCLUSION**

Based on the results of research regarding the influence of Green Training, Green Transformational Leadership, and Corporate Culture on Corporate Sustainable Performance (CSP) at PT Angkasa Pura Indonesia Pekanbaru City Branch Office, it can be concluded that Green Training and Green Transformational Leadership have a positive and significant effect on CSP, while Corporate Culture has a positive but insignificant effect. Simultaneously, these three variables have been proven to have a significant impact on the company's sustainability performance, confirming that the combination of green training, inspirational leadership, and a supportive organizational culture can strengthen sustainability achievements. Therefore, management is advised to enhance aspects of efficiency and innovation through the application of environmentally friendly technology, continuous evaluation of training, increased support for new ideas, and the implementation of a green performance-based reward system.

Companies also need to integrate green training, green leadership, and organizational culture into their overall sustainability strategy and strengthen internal communication so that all employees understand their roles in supporting sustainability goals. For future researchers, it is recommended to add other variables such as Green Innovation, Environmental Policy, or Employee Engagement and expand the research object to other branches to yield more comprehensive and generalizable findings. This study has limitations in that it focused on a single subject, had limited variables, and was conducted over a short research period, so the results describe conditions at a particular time and need to be further examined within a broader and more dynamic context..

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