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The Effect of Green Training on Corporate Sustainable Performance with Green Transformational Leadership as a Moderating Variable at PT. Angkasa Pura Indonesia, Pekanbaru City Branch Office

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh pelatihan hijau terhadap kinerja berkelanjutan korporasi, serta peran kepemimpinan transformasional hijau sebagai variabel moderator di Kantor Cabang Pekanbaru PT. Angkasa Pura Indonesia. Penelitian ini menggunakan pendekatan kuantitatif dengan metode distribusi kuesioner. Populasi dalam penelitian ini adalah karyawan di Kantor Cabang Pekanbaru PT. Angkasa Pura Indonesia, dengan teknik sampling menggunakan Proportional Stratified Random Sampling. Data dianalisis menggunakan uji regresi moderasi dengan bantuan SPSS 27. Hasil menunjukkan bahwa pelatihan hijau memiliki dampak positif dan signifikan secara parsial terhadap kinerja berkelanjutan perusahaan. Selain itu, kepemimpinan transformasional hijau terbukti memoderasi dampak tersebut.

ABSTRACT

This study aims to analyze the effect of green training on corporate sustainable performance, as well as the role of green transformational leadership as a moderating variable at PT. Angkasa Pura Indonesia Pekanbaru Branch Office. This study uses a quantitative approach with a questionnaire distribution method. The population in this study are employees at PT. Angkasa Pura Indonesia Pekanbaru Branch Office, with a sampling technique using Proportional Stratified Random Sampling. The data were analyzed using a moderation regression test with the help of SPSS 27. The results showed that green training had a partial positive and significant effect on corporate sustainable performance. In addition, green transformational leadership was proven to moderate this effect.

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1. INTRODUCTION

In recent decades, sustainability issues have become a pressing global concern due to the impacts of climate change and global warming. Increasing concentrations of greenhouse gases, particularly carbon dioxide (CO_2), have posed serious challenges to ecosystem stability and the socio-economic well-being of humanity (Deng et al., 2025). This has prompted countries and corporations to prioritize not only financial gain but also environmental preservation as part of their corporate social responsibility (Aji, 2025).

Despite growing awareness of sustainability, its implementation at the national level, particularly in Indonesia, remains far from optimal. According to the 2022 Environmental Performance Index (EPI) report, Indonesia scored only 28.2 out of 100, ranking 164th out of 180 countries (Ulfah & Cahyadi, 2025). This value shows that public policy and awareness of the environment is still low, especially in the aspects of environmental health, climate mitigation, and ecosystem vitality.

The Indonesian government, through Law Number 32 of 2009 concerning Environmental Protection and Management, requires every company to balance economic, social, and environmental performance. This provision encourages companies to transform their operational systems to be more environmentally friendly and sustainability-oriented (Rahman et al., 2025). Stakeholder encouragement further strengthens companies' direction toward environmentally responsible business practices (Anindyah & Nugroho, 2023).

In response to these demands, many companies are now adopting the concept of Corporate Sustainable Performance (CSP), a non-financial performance measure that reflects a balance between economic, social, and environmental responsibilities (Ali & Jadoon, 2022). Through the implementation of CSP, companies strive to integrate sustainability principles into their strategies and operations to deliver long-term added value and strengthen relationships with stakeholders (Tjahjadi et al., 2021).

The aviation industry is a sector with a significant environmental impact due to its high fossil fuel consumption and carbon emissions. This sector contributes approximately 2–3% of total global emissions (Overton, 2022). Therefore, airlines are required to implement sustainable innovations to reduce their carbon footprint and increase energy efficiency (Farida et al., 2025).

PT Angkasa Pura Indonesia, Pekanbaru City Branch Office, as the airport operator, has implemented various national environmental regulations, such as Minister of Public Works and Public Housing Regulation No. 21 of 2021 concerning Green Buildings and the Eco-Airport policy (SKEP/124/VI/2009). The company has also implemented an ISO 14001:2015-based environmental management system as a commitment to sustainable environmental management.

Based on interviews with management, it was discovered that the company has successfully reduced carbon emissions by 33% and increased renewable energy utilization by 20%. Furthermore, various social programs are being implemented to improve the quality of life for the community surrounding the airport, strengthening PT Angkasa Pura Indonesia's position as a company focused on Corporate Sustainable Performance.

One of the company's flagship initiatives is the Work from Anywhere (WFA) program, implemented every Friday. This program aims to conserve office energy while raising employee awareness of energy efficiency and resource management. Through this policy, PT Angkasa Pura not only supports environmental conservation but also enhances employee well-being (PT Angkasa Pura Indonesia, 2025).

Various awards, such as the Platinum Asia Sustainability Reporting Rating (ASRRAT) 2023 and the Zero Accident Award, demonstrate the company's commitment to sustainability principles. However, field observations indicate that employee understanding of CSP remains uneven, resulting in suboptimal sustainability implementation (Yanti & Nawangsari, 2019).

To address these challenges, companies need to strengthen the implementation of Green Human Resource Management (GHRM), an HR policy focused on environmental sustainability. GHRM plays a crucial role in building environmental awareness and behavior among employees (Valenia, 2023). With GHRM, companies can develop green human capital that can drive Corporate Sustainable Performance (Hani & Praningrum, 2023).

One of the key practices of GHRM is Green Training, which improves employee competency in addressing environmental issues (Anindyah & Nugroho, 2023). This training has been proven effective in strengthening employee understanding, technical skills, and behaviors in implementing sustainability principles (Tyas & Puspa, 2025).

PT Angkasa Pura Indonesia's Pekanbaru Branch holds Green Training twice a year, in June and December. This program includes training on airside facilities, drainage, waste management, and air and water quality. Evaluation is conducted through pre- and post-tests to measure participants' understanding.

However, interview results indicate that there is still a gap in understanding among employees. Some demonstrate enthusiasm and actual implementation, while others only participate formally. This indicates the need to improve the effectiveness of the Green Training program to strengthen environmental awareness at all levels of the organization.

Besides training, leadership also plays a crucial role. Green Transformational Leadership (GTL) is a leadership style that inspires employees to behave in an environmentally friendly manner through the values, vision, and example set by the leader Environmentally oriented leaders can motivate employees to be more proactive in implementing sustainability initiatives.

PT Angkasa Pura Indonesia's Pekanbaru Branch is implementing GTL through various environmental activities, such as planting 6,200 mangrove trees in Bengkalis, planting Tabebuya trees in the airport area, and planting 500 tree seedlings in Siak Regency. These activities demonstrate the leadership's role in motivating employees to actively participate in the company's green programs.

In addition to greening programs, initiatives like "No Plastic Funtastic" also provide a platform for leaders and employees to campaign for reduced plastic use in airport areas. Through direct action on the ground, leaders demonstrate a role model in creating an environmentally conscious organizational culture.

However, challenges remain. Employee participation in sustainability programs is still suboptimal, indicating the need to enhance the role of GTL in motivating all organizational members to share the same environmental commitment (Rahman et al., 2025). Without comprehensive employee support, achieving optimal Corporate Sustainable Performance is difficult.

Based on the description, this study aims to examine the influence of Green Training on Corporate Sustainable Performance and the moderating role of Green Transformational Leadership on this relationship at PT Angkasa Pura Indonesia Pekanbaru City Branch Office. The results of this study are expected to provide academic contributions in the field of Human Resource Management (HRM), as well as serve as a practical reference for companies in improving the effectiveness of sustainability program implementation.

2. LITERATURE REVIEW

2.1 Sustainability Performance

The triple bottom line concept was first introduced by Elkington (1994) as a sustainability framework that assesses corporate performance across three main dimensions: economic, social, and environmental. This approach emphasizes that corporate success is measured not only by profit but also by social responsibility and environmental concern (Lumi et al., 2023). Economic sustainability focuses on financial stability, social sustainability encompasses human well-being and equity, while environmental sustainability highlights efforts to reduce energy consumption, recycle, and utilize renewable resources (Grewal & Serafeim, 2020; Uyun et al., 2024; Wirjawan & Choandi, 2024).

2.2 Green Human Resource Management (GHRM)

Conceptually, Green Human Resource Management (GHRM) is based on the theory of Sustainable Development introduced through the 1987 Brundtland Commission report (Fadhil & Rudianto, 2025). In an organizational context, GHRM is a strategic approach that integrates sustainability principles into human resource management policies, systems, and practices with the aim of supporting environmental conservation and efficient resource use (Ahmad et al., 2025; Pezhman et al., 2020). GHRM includes the implementation of environmentally friendly policies in the recruitment, training, and development processes of employees, as well as the provision of compensation and rewards to encourage green behavior in the workplace (Faeni et al., 2025; Robbi & Anah, 2025).

2.3 Corporate Sustainable Performance

Corporate Sustainable Performance (CSP) is a strategic concept that emphasizes a company's ability to conduct business activities sustainably while considering economic, social, and environmental impacts (Ali & Jadoon, 2022; Grewal & Serafeim, 2020). CSP focuses on competency development, reward policies, and employee motivation to achieve a balance between profitability and socio-environmental responsibility (Akram et al., 2025; Sjioen et al., 2023). According to (Oliveira et al., 2024) and (Djali et al.,2023), CSP reflects long-term competitive advantage achieved through stakeholder welfare and environmental preservation. Meanwhile, Tjahjadi et al. (2021) emphasize that environmental sustainability in CSP involves efforts to maintain ecosystem balance through multi-stakeholder collaboration. In general, CSP indicators include economic, environmental, and social sustainability, which indicate the extent to which a company is able to maintain financial stability, build a culture of environmental care, and strengthen sustainable social relationships (Purwaningsih et al., 2023; Bangura & Lourens, 2025).

2.4 Green Transformational Leadership

Green Transformational Leadership (GTL) is a leadership style that combines transformational principles with a sustainability orientation and environmental awareness, where leaders inspire, motivate, and guide employees to actively participate in sustainable business practices (Weber & Kassab, 2024; Khan et al., 2023). Leaders with a GTL style not only focus on achieving business goals but also instill environmental values into the organizational culture through the development of green innovation

and increasing environmental awareness (Alherimi et al., 2024; Akram et al., 2025). According to (Ilmi et al., 2024), GTL indicators include green idealized influence, inspirational communication, intellectual stimulation, and green personal care, which reflect a leader's ability to be a role model, inspire, encourage creativity, and demonstrate concern for employee and environmental well-being.

2.5 Green Training

Green Training is a training program aimed at improving employee skills, knowledge, and awareness of environmental issues, such as energy efficiency, waste management, and the implementation of environmentally friendly work practices (Siburian & Sugiarto, 2022; Tobing & Nugroho, 2024). This training not only strengthens technical skills and employees' understanding of the company's sustainability policies but also shapes attitudes and values that reflect a moral commitment to environmental conservation (Syarifah et al., 2024; Veerasamy et al., 2024). According to (Renata & Rokhyadi., 2023) and (Robbi & Anah., 2025), Green Training functions to support the achievement of green performance management goals through continuing education and on-the-job training. Green Training indicators include training quantity, opportunity, quality, effectiveness, and evaluation, which indicate the extent to which environmental training is implemented and optimally utilized by employees (Yanti & Nawangsari, 2019; Weber & Kassab, 2024).

3. METHODS

This research was conducted at PT. Angkasa Pura Indonesia Pekanbaru City Branch Office, located at Perhentian Marpoyan, Marpoyan Damai District, Pekanbaru City, Riau Province. This location was chosen strategically because it has a direct relationship with the research focus, namely the implementation of the Green Training program, Green Transformational Leadership, and Corporate Sustainable Performance in the company's work environment. Furthermore, the location selection was also based on ease of access and the availability of relevant data to answer the research questions. The research implementation period began in January 2025 and continued until all required data was collected.

This type of research is classified as quantitative research because it is based on the philosophy of positivism, which emphasizes hypothesis testing through statistical analysis. According to Sugiyono (2024), a quantitative approach is used to study a specific population or sample, collecting data through research instruments, the results of which are then processed statistically to answer the hypothesis. This research has an associative-causal problem formulation, namely testing the causal relationship between the independent variable (Green Training), the moderating variable (Green Transformational Leadership), and the dependent variable (Corporate Sustainable Performance).

The population in this study was all 177 employees of PT. Angkasa Pura Indonesia, Pekanbaru City Branch Office. Based on Sugiyono's (2024) definition, a population is a generalized area consisting of objects or subjects with certain characteristics determined by the researcher to draw conclusions. To obtain a representative sample, the Slovin formula was used with an error rate of 5%. Based on the calculation results, a sample size of 123 respondents was obtained, which is considered to represent the entire research population.

The sampling method used Proportionate Stratified Random Sampling, which is a proportional sampling technique from each company division that has heterogeneous

characteristics. According to Sugiyono (2024), this technique was chosen because it allows each stratum or group in the population to have an equal opportunity to be sampled. The sampling process is carried out by collecting data on the number of employees from each division, then determining the number of respondents according to the calculated proportion. For example, the Airport Security division has the largest sample of 42 people, while other divisions such as Finance or Accounting are each represented by 2 respondents. Thus, the sample distribution reflects the actual proportion of the population in the field.

The data used in this study consists of primary and secondary data. Primary data were obtained directly from original sources through observation, interviews, and questionnaires distributed to employees of PT. Angkasa Pura Indonesia's Pekanbaru City Branch Office. The use of primary data provides a high level of relevance and accuracy because it was obtained directly for research purposes. Meanwhile, secondary data comes from publications, scientific journals, company reports, internal document archives, and the official website of PT. Angkasa Pura Indonesia. This secondary data serves as a supporting tool to enrich the analysis and provide theoretical context to the field data.

The main instrument in this study was a questionnaire compiled based on indicators for each research variable. According to Sugiyono (2024), a questionnaire is a written data collection tool containing statements or questions answered directly by respondents. In this study, each questionnaire item was measured using a five-point interval scale (Likert scale) with a value range from 1 (strongly disagree) to 5 (strongly agree). This scale allows researchers to assess respondents' perceptions, attitudes, and level of agreement with the statements posed.

In addition to questionnaires, data collection techniques also included interviews and direct observation. Interviews were conducted in an open and structured manner, with researchers asking pre-formulated questions while still allowing participants to provide more expansive answers. These interviews focused on leaders and employees directly involved in the implementation of Green Training and the company's sustainability program. Observations were conducted to observe actual conditions in the work environment, including employee behavior in implementing environmentally friendly practices and the supporting facilities provided by the company.

To ensure the instruments used in the study had a good level of reliability and accuracy, validity and reliability tests were conducted. Validity testing was conducted using the Pearson Correlation method, which measures the correlation between the score of each question item and the total score of the variable. The instrument is declared valid if the calculated r value is greater than the table r value with a significance level of <0.05 (Ghozali, 2021). Furthermore, reliability testing was conducted using Cronbach's Alpha, where the instrument is considered reliable if its α value is greater than 0.60 (Nunnally, 1994 in Ghozali, 2021). This testing was conducted using SPSS version 27 software to ensure internal consistency between questionnaire items.

The collected data was then analyzed using descriptive and inferential statistical analysis methods. Descriptive statistical analysis was used to describe the respondent profile and the tendency of their responses to the research variables. Measurements were made using the mean, median, and mode values to present the data clearly and concisely (Sugiyono, 2024). Meanwhile, inferential analysis was used to test the proposed hypotheses using the Moderating Regression Analysis (MRA) approach to examine the role of moderating variables in the relationship between the independent and dependent variables.

Before hypothesis testing is conducted, the regression model is first tested using classical assumption tests, including normality, multicollinearity, and heteroscedasticity. Normality testing is performed using the Kolmogorov–Smirnov (K–S) method and normal probability plot analysis to ensure the normal distribution of residuals. Multicollinearity testing is used to determine whether there is a correlation between independent variables using the Tolerance and Variance Inflation Factor (VIF) values. Heteroscedasticity testing is performed using the Glejser method to ensure there is no inequality in residual variances between observations (Ghozali, 2021).

The final stage of data analysis involved a partial significance test (t-test) to determine the effect of each independent variable on the dependent variable, as well as a coefficient of determination (R^2) to measure the extent to which the independent variables explain the variation in the dependent variable. Furthermore, a Moderating Regression Analysis (MRA) was conducted to analyze the extent to which Green Transformational Leadership strengthens or weakens the relationship between Green Training and Corporate Sustainable Performance. The results of this test serve as a basis for researchers in drawing empirical conclusions and providing practical recommendations for PT. Angkasa Pura Indonesia in improving its sustainability performance.

4. RESULTS AND DISCUSSION

4.1 General description of respondents

This study involved 123 permanent employees of PT. Angkasa Pura Indonesia Pekanbaru City Branch Office from a total population of 177 employees, with respondent characteristics including gender, age, highest education, and length of service. Based on the results of data processing, the majority of respondents were female (55.3%), while men were 44.7%. The dominance of female respondents indicates a tendency for high concern for environmental issues, considering women's social roles are closely related to daily resource management. This is in line with the findings of Echavarren (2023) who stated that women tend to have stronger pro-environmental attitudes and behaviors than men. In terms of age, the 35–44 age group dominates with a percentage of 52.0%, indicating that employees with a high level of maturity and work experience have better environmental awareness. According to Rahman et al. (2025) and Alherimi et al. (2024), age maturity has a positive effect on pro-environmental awareness and behavior because individuals at this stage have stronger responsibilities and reflective abilities regarding environmental impacts.

In terms of education, the majority of respondents had a bachelor's degree (43.1%), followed by a diploma (3) degree (35.8%), and a master's degree (21.1%). A high level of education contributes to increased knowledge and understanding of sustainability principles, thus encouraging active participation in environmentally friendly programs (Amaliawati, 2020). Based on length of service, the majority of respondents had worked for 11–15 years (39.0%), indicating that most employees have extensive experience in the company's work environment. Long work experience plays a role in strengthening understanding of organizational culture and implemented sustainability policies. According to Uhai et al. (2024), long tenure is closely related to increased awareness of sustainable practices because experienced employees have loyalty and a deeper understanding of the impact of company operations on the environment.

4.2 Data Quality

1. Validity Test

According to Ghozali (2021), a questionnaire is considered valid if its statements are able to measure what the researcher intends to measure. Validity testing is carried out using the Pearson Correlation method, which correlates the score of each statement item with the total score of the variable at a 5% significance level. A statement item is considered valid if the calculated r value is greater than the table r value and is positive. With 123 respondents, the degree of freedom (df) obtained is n – 2 = 121, so the table r value of 0.1771 is used as a reference in determining the validity of the research instrument.

Table 1. Validity Test Results

Variable	Indikator	r hitung	r tabel	Information
Green Training (X)	Item 1	0,840	0,1771	Valid
	Item 2	0,906	0,1771	Valid
	Item 3	0,907	0,1771	Valid
	Item 4	0, 885	0,1771	Valid
	Item 5	0,893	0,1771	Valid
Corporate Sustainable Performance (Y)	Item 1	0,910	0,1771	Valid
	Item 2	0,887	0,1771	Valid
	Item 3	0,888	0,1771	Valid
Green Transformational Leadership (M)	Item 1	0,850	0,1771	Valid
	Item 2	0,921	0,1771	Valid
	Item 3	0,871	0,1771	Valid
	Item 4	0,841	0,1771	Valid
	Item 5	0, 847	0,1771	Valid

Source: Processed Data SPSS 27

Based on Table 1, the results of the validity test with 123 samples indicate that all statements in the research instrument meet the validity criteria, with the calculated r value greater than the table r of 0.1771. This finding indicates that each indicator has a strong relationship with the measured variable, thus the research instrument is declared valid.

2. Reliability Test

According to Ghozali (2021), reliability testing aims to measure the consistency of respondents' responses to questionnaires. An instrument is considered reliable if the results are stable and consistent over time. Testing is conducted using the one-shot method using the Cronbach's Alpha (α) formula, where a variable is considered reliable if its α value is > 0.60 (Nunnally, 1994 in Ghozali, 2021).

Table 2. Reliability Test Results

Variable	*Cronbach's Alpha*	r tabel	Test Results
Green Training (X)	0,931	0,60	Reliabel
Corporate Sustainable Performance (Y)	0,875	0,60	Reliabel
Green Transformational Leadership (M)	0,938	0,60	Reliabel

Source: Processed Data SPSS 27

Based on Table 2, the results of the reliability test conducted show that all statements in the research instrument met the established reliability standards, which were greater than 0.60 (>0.60). Thus, each item in the questionnaire demonstrated a high level of consistency in measuring the

variables studied. An instrument is considered reliable if the Cronbach's Alpha value exceeds 0.60, indicating that the instrument in this study has good internal consistency. In other words, all statement items in the instrument are able to provide stable and consistent measurement results in measuring the variables studied, making it suitable for use in further analysis.

4.3 Classical Assumption Test

1. Normality Test

According to Ghozali (2021), the normality test aims to determine whether the residual data in a regression model is normally distributed. Testing is performed through graphical analysis (normal probability plot) and the Kolmogorov-Smirnov (K-S) test. Data are considered normally distributed if the points on the graph are spread around the diagonal line or if the K-S significance value (Sig) is > 0.05. Conversely, if Sig < 0.05, the data are considered non-normally distributed.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			123
Normal Parameters[a,b]	Mean		0,0000000
	Std. Deviation		1,52376630
Most Extreme Differences	Absolute		0,073
	Positive		0,073
	Negative		-0,035
Test Statistic			0,073
Asymp. Sig. (2-tailed)[c]			0,161
Monte Carlo Sig. (2-tailed)[d]	Sig.		0,108
	99% Confidence Interval	Lower Bound	0,100
		Upper Bound	0,116

Source: Processed Data SPSS 27

Based on Table 3, the Asymp. Sig. value is 0.161. This value is greater than the significance limit of 0.05, indicating that the data in this study do not deviate from a normal distribution. Therefore, the results of the normality test indicate that the data used meet the assumption of normality.

2. Multicollinearity Test

According to Ghozali (2021), multicollinearity aims to test whether a regression model detects a correlation between independent variables. Simply put, the independent variable becomes the dependent variable, which is then regressed against other independent variables. Multicollinearity testing can be performed using the Tolerance and Variance Inflation Factor (VIF) values. If the VIF value is >10 or Tolerance <0.1, there is a strong indication of multicollinearity. If the VIF value is <10 and Tolerance >0.1, there is no multicollinearity problem in the model.

Table 4. Multicollinearity Test Results

Coefficients[a]	
Model	Collinearity Statistics

		Tolerance	VIF
1	(Constant)		
	Green Training	0,217	4,619
	Green Transformational Leadership	0,217	4,619

Source: Processed Data SPSS 27

Based on the results of the multicollinearity test, the VIF values for the Green Training and Green Transformational Leadership variables were 4.619 (<10), while the Tolerance value was 0.217 (>0.1). Thus, it can be concluded that there is no indication of multicollinearity among the independent variables in this research model.

3. Heteroscedasticity Test

According to Ghozali (2021), the heteroscedasticity test is used to determine whether there is inequality in residual variance between observations in a regression model. The test is performed using the Glejser test, which regresses the absolute value of the residual against the independent variable. A regression model is considered free of heteroscedasticity if the significance value is >0.05; if it is <0.05, heteroscedasticity is present.

Table 5. Heteroscedasticity Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,886	0,304		2,915	0,004
	Green Training	0,019	0,033	0,115	0,588	0,558
	Green Transformational Leadership	-0,002	0,033	-0,012	-0,064	0,949
a. Dependent Variable: ABS_RES						

Source: Processed Data SPSS 27

Based on Table 5, the heteroscedasticity test results show that the significance value for the Green Training variable is 0.558 and Green Transformational Leadership is 0.949, both greater than 0.05. This indicates that the regression model used does not experience heteroscedasticity. Therefore, the residual variance in this model is constant across the range of independent variable values, thus meeting the homoscedasticity assumption in linear regression.

4.4 Hypothesis Testing

1. Partial Significance Test (t-Test)

According to Ghozali (2021), the t-test is used to measure the partial influence of each independent variable on the dependent variable. The test criteria are: if the calculated t value is greater than the table t value and the significance value (α) is less than 0.05, then H_0 is rejected, indicating that the independent variable has a significant influence. Conversely, if the calculated t value is less than the table t value and α is less than 0.05, then H_0 is accepted, indicating that there is no partial significant influence.

Table 6. Partial Test Results (t-Test)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,879	0,555		3,384	0,001
	Green Training	0,514	0,029	0,847	17,528	0,000
a. Dependent Variable: *Corporate Sustainable Performance*						

Source: Processed Data SPSS 27

Based on the partial test results (t-test) in Table 6, the multiple linear regression equation is as follows:

$$Y = a + \beta 1X1 + e$$

$$\text{Corporate Sustainable Performance} = 1.879 + 0.514X1 + e$$

Based on the test results in the table, the following can be explained:

a. The constant a value of 1.879 indicates that the independent variable, Green Training, has a value of 0, thus Corporate Sustainable Performance has a value of 1.879.
b. Variable X1, Green Training, has a coefficient value of 0.514, meaning that for every one-unit increase in Green Training, with the other variables held constant, Corporate Sustainable Performance will increase by 0.514. The significance value of Green Training is 0.000, indicating a significance value less than 0.05. Therefore, in this case, the Green Training variable has a significant effect on Corporate Sustainable Performance.
c. The standard error (e) is a random variable that follows a probability distribution. This value describes the influence of various factors on the Y variable that are not directly included in the regression equation. In other words, the standard error indicates the variation or deviation that arises from unobserved factors in the model.

2. *Moderating Regression Analysis* (MRA)

According to Ghozali (2021), moderating variables serve to strengthen or weaken the relationship between independent and dependent variables. Moderating Regression Analysis (MRA) is used to test the interaction in linear regression involving multiplication between independent variables. In this study, MRA was used to examine the role of Green Transformational Leadership as a moderating variable in the relationship between Green Training and Corporate Sustainable Performance.

Table 7. MRA Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,326	0,799		5,413	0,000
	Total X	0,080	0,111	0,131	0,719	0,474
	X1M	0,015	0,004	0,739	4,049	0,000
a. Dependent Variable: Total Y						

Source: Processed Data SPSS 27

Based on the MRA test results in Table 7, the following equation is obtained:

$$Y = a + \beta 1X1 + \beta 2X2 + e$$

Corporate Sustainable Performance = 4.326 + 0.080X1 + 0.015X1M + *e*

Based on the test results in Table 5.16, the following can be explained:

a. The constant a value of 4.326 indicates that if all independent and moderating variables have a value of 0, Corporate Sustainable Performance will have a value of 4.326.
b. The interaction variable X1*Z, Green Training with Green Transformational Leadership, has a regression coefficient of 0.015, meaning that for every one-unit increase in the interaction between Green Training and Green Transformational Leadership, with the other variables remaining constant, Corporate Sustainable Performance will increase by 0.015. The significance value of the interaction between Green Training and Green Transformational Leadership is 0.000, indicating a significance value less than 0.05. So, in this case, the Green Transformational Leadership variable moderates Green Training on Corporate Sustainable Performance.

3. Coefficient of Determination (R^2)

According to Ghozali (2021), the coefficient of determination (R^2) is used to determine the percentage of independent variables that can jointly explain the dependent variable. The value of the coefficient of determination is between 0 and 1. If the coefficient of determination (R^2) = 1, it means that the independent variable provides the information needed to predict the dependent variables. If the coefficient of determination (R^2) = 0, it means that the independent variable is unable to explain its effect on the dependent variable. (R) indicates the closeness of the relationship between the independent variables simultaneously or simultaneously. The greater the coefficient of determination (closer to one), the better (stronger) the ability of the independent variable to explain the dependent variable.

Table 8. Results of the Coefficient of Determination (R^2) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,867[a]	0,751	0,747	1,69979
a. Predictors: (Constant), X1M, Total X				

Source: Processed Data SPSS 27

Table 8 shows that the R-square value is 0.751. This means that 75.1% of the variation in the dependent variable can be explained by Green Training and Green Transformational Leadership. Meanwhile, the remaining 24.9% is influenced by other factors not included in this research model.

Discussion

The Influence of Green Training on Corporate Sustainable Performance

Green Training is a training program that focuses on sustainability issues to improve work efficiency and employee environmental awareness through indicators such as quantity, opportunity, quality, effectiveness, and training evaluation. Training quality plays a crucial role in supporting Corporate Sustainable Performance (CSP) because it helps employees understand environmentally friendly practices, improves social skills, and drives the company's economic efficiency. According

to Anindyah & Nugroho (2023) and Khan & Sohaib (2024), quality training not only provides theoretical knowledge but also develops practical skills in implementing sustainability principles. The results of the study indicate that Green Training has a positive and significant effect on Corporate Sustainable Performance, in line with the findings of Purwaningsih et al. (2023), Ruma (2023), and Bataineh et al. (2023) who stated that green training increases employee awareness, competence, and pro-environmental behavior in supporting the company's sustainable performance.

Green Transformational Leadership Moderates the Effect of Green Training on Corporate Sustainable Performance

Green Transformational Leadership (GTL) is a leadership style that inspires and motivates employees to care for the environment through indicators such as green idealized influence, inspirational communication, intellectual stimulation, green inspirational behavior, and green personal care. The green personal care indicator shows the leader's concern for employee welfare while strengthening the relationship between Green Training and Corporate Sustainable Performance (CSP). Leaders who implement GTL create a sense of appreciation and high commitment in employees, thereby fostering a sustainability-oriented work culture. The results of the study show that GTL has a positive and significant effect in strengthening the relationship between Green Training and CSP, where Green Training increases work efficiency and environmental awareness, while GTL strengthens these impacts through role models and green motivation. This finding is in line with research by Özgül & Zehir (2023), Khan & Sohaib (2024), and Alherimi et al. (2024) which emphasizes that green transformational leadership plays an important role in instilling sustainable values and norms, strengthening employee pro-environmental behavior, and encouraging the achievement of optimal Corporate Sustainable Performance at PT. Angkasa Pura Indonesia Pekanbaru City Branch Office.

5. CONCLUSION

The conclusion of the study on the Influence of Green Training on Corporate Sustainable Performance with Green Transformational Leadership as a Moderating Variable at PT. Angkasa Pura Indonesia Pekanbaru City Branch Office is as follows:

1. Green Training has a positive and significant impact on Corporate Sustainable Performance. This means that the better the implementation of Green Training provided to employees, the greater the impact on Corporate Sustainable Performance, both from an economic, social, and environmental perspective, at PT. Angkasa Pura Indonesia, Pekanbaru City Branch Office.
2. Green Transformational Leadership moderates Green Training's effect on Corporate Sustainable Performance. This means that Green Transformational Leadership strengthens the relationship between Green Training and Corporate Sustainable Performance. This demonstrates the importance of leaders in directing, inspiring, and motivating employees to be more concerned with sustainability practices.

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