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Effect of Green Innovation on Corporate Sustainability Through Green Perceived Organizational Support (Study on the Palm Oil Plantation Industry in Kalimantan)

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Abstract: This study aims to analyze the effect of green innovation on corporate sustainability through green perceived organizational support in oil palm plantation industry companies in Kalimantan. The method used in this study is a quantitative descriptive method. The population in this study were all employees working in the oil palm plantation industry in Kalimantan. The data analysis model uses Structural Equation Modeling (SEM) with a sample of 238 people. The analysis technique in this study is Partial Least Square (PLS) using the smart PLS program to test the hypothesis. The results showed that green innovation has a positive and significant effect on green perceived organizational support. Green innovation has a positive and significant effect on corporate sustainability. Green perceived organizational support has a positive and significant effect on corporate sustainability. Furthermore, green perceived organizational support can mediate the influence between green innovation and corporate sustainability in oil palm plantation industry companies in Kalimantan.

Keyword: Green Innovation, Green Perceived Organizational Support, Corporate Sustainability.

INTRODUCTION

Palm oil is one of the plantation commodities that plays an important role in the Indonesian economy. As the largest palm oil producing country in the world, the palm oil industry in Indonesia has created jobs for around 16 million workers, both directly and indirectly. The palm oil industry in Indonesia is built with an approach that prioritizes balance between social, economic and environmental aspects. This is in line with the commitment of

the Indonesian Government to implementing sustainable development, which has been specifically regulated in the 2020-2024 National Medium-Term Development Plan (RPJMN) (Press Release. HM.4.6/82/SET.M.EKON.3/04/2021).

Given the large contribution of the palm oil industry to the Indonesian economy, the performance of the industry must be maintained and improved. Palm oil industry companies in Indonesia still need to improve their performance to achieve optimal production levels. This is in accordance with media reports stating that, throughout 2023, the performance of the palm oil industry was not better than last year. In terms of price, the price this year is not as good as last year. Although it is estimated that the price will be bullish in 2024 due to several factors, one of which is El Nino this year will affect next year's production (Santia, 2023).

Efforts that can be made by the company to improve its performance are through appropriate policies and strategies in accordance with conditions and changes, both from within and outside the company. The strategies implemented by the company in order to improve the performance is through corporate sustainability strategy. Through corporate sustainability strategy, it is expected that corporate performance can increase in the long term. In business terms, corporate sustainability is associated with economic, social (including cultural), and environmental issues (Ribeiro et al., 2016).

Corporate sustainability is an organization's effort to manage sustainable economic, social, and environmental aspects. Organizations must carry out various sustainability activities to ensure the satisfaction of internal and external stakeholders. In addition, engaging in corporate sustainability practices is wise for organizations to build and maintain core sustainability capabilities. Moreover, implementing sustainability practices at the strategic and operational levels allows companies to meet regulatory requirements while maintaining an environmentally friendly image in the market (Frempong et al., 2021).

Corporate sustainability is an effort to meet the needs of the present without compromising the ability of future generations to meet their own needs, taking into account environmental factors. The palm oil plantation industry, which involves converting forests to plantations, and causes water and air pollution, is a challenge in achieving sustainability.

Corporate sustainability can be influenced by various variable factors such as green human resource management, employee engagement, innovative behavior, leadership style, green innovation, corporate culture, green perceived organizational support, competitive advantage and so on. However, in this study, corporate sustainability can be influenced by green innovation and green perceived organizational support.

The influence of green innovation on green perceived organizational support and corporate sustainability was conducted by Zhao & Huang (2022). The results of the study showed that green innovation had a significant effect on green perceived organizational support and corporate sustainability. The research of Liao et al. (2022), Asadi et al. (2020), Shahzad et al. (2020) aims to analyze the influence of green innovation on corporate sustainability. The results of the study showed that green innovation had a significant effect on corporate sustainability. The results of the study showed that green innovation had a significant effect on corporate sustainability.

The variable green perceived organizational support is used as an intervening variable because the company expects employees who believe in companies that care about environmental sustainability to improve the company's sustainability and mediate the variable green innovation on corporate sustainability. Green perceived organizational support is the employee's belief that the organization cares about their contribution to environmental sustainability and values their well-being (Eisenberger et al., 2020). In relation to corporate greening, employees feel supported when the organization supports the resources needed by employees (Paille & Meija Morelos, 2019).

Green perceived organizational support which is implemented properly will encourage employees to be more enthusiastic in efforts to preserve the environment, both within and

around the company. The support of an environmentally conscious organization will further motivate employees to engage in environmentally friendly behavioral practices and can influence increased corporate sustainability. This is in accordance with research conducted by Jeong & Kim (2022), Hossin et al. (2021), Kusi, Zaho & Sukamani (2021), Wang et al. (2018) which states that green perceived organizational support has a significant effect on corporate sustainability.

METHOD

The research method used is a quantitative method with an associative approach, because the research conducted is trying to make the measurement of something precise (Cooper and Schindler, 2015: 146). Related to two alternative research designs, namely surveys or experiments, the survey research design is the design chosen in this study. Survey research is a research design in the form of a quantitative description of trends, attitudes, and opinions of a population, or a test for associations between variables of a population, by examining a sample of the population. The population in this study were all employees working in palm oil plantation industry companies in Kalimantan. The analysis model uses structural equation modeling (SEM). Determination of the number of samples for SEM according to Hair et al (2019) is: (Number of indicators) x (5 to 10 times). In this study, there were 34 indicators. Based on the formula above, the number of samples is $7 \times 34 = 238$ respondents, so a sample of 238 people was taken. The data collection technique was carried out by means of a questionnaire. The questionnaire was distributed to employees working in palm oil plantation industry companies in Kalimantan. The analysis technique in this study was Partial Least Square (PLS) using the smartPLS program to test the hypothesis.

Table 1. Operational Research Variables

Variables	Dimensions	Indicator	Scale
<i>Green Innovation</i> (X)	Recycle	1. Recycle	Ordinal
		2. Reproduction	
	Technology	3. Renewable technology	
		4. Clean technology	
	Design	5. Production Process	
		6. Redesigning	
	Use of materials	7. Nonpoisonous	
		8. Easily biodegradable	
	Labeling	9. Product labeling	
		10. Company labeling	
Green Perceived Organizational Support (M)	<i>Fairness</i>	1. Employee contribution	Ordinal
		2. Employee replacement	
		3. Recognition of extra work	
		4. Purpose and employee values	
	<i>Supervisor Support</i>	5. Employee Inhterest	
		6. Giving assistance	
		7. Care for welfare	
		8. Job success	
	<i>Organizational Rewards and Job Conditions</i>	9. Job satisfaction	
		10. Taking advantage	
		11. Attention	
		12. To be proud	
<i>Corporate Sustainability</i> (Y)	<i>Economic (profit)</i>	1. On time delivery	Ordinal
		2. Customer satisfaction	
		3. Material efficiency	
		4. Labor efficiency	
	<i>Environment (planet)</i>	5. Biodiversity	
		6. Liquid waste	

Variables	Dimensions	Indicator	Scale
		7. Environmental Aspects	
		8. Environmental compliance	
	<i>Social (people)</i>	9. Employment relationship	
		10. Occupational health and safety	
		11. Training and education	
		12. Discrimination	

RESULTS AND DISCUSSION

Outer Model Evaluation

Outer model evaluation includes construct validity testing (convergent validity and discriminant validity) and construct reliability testing. Validity testing is done to measure what should be measured and to find out the instrument's capabilities. While reliability testing is used to measure the consistency of measuring instruments in measuring a concept.

Convergent Validity

Convergent validity testing conducted by using the outer loading value or loading factor. Indicators that meet convergent validity or are stated to be in the good category must have an outer loading value > 0.7 .

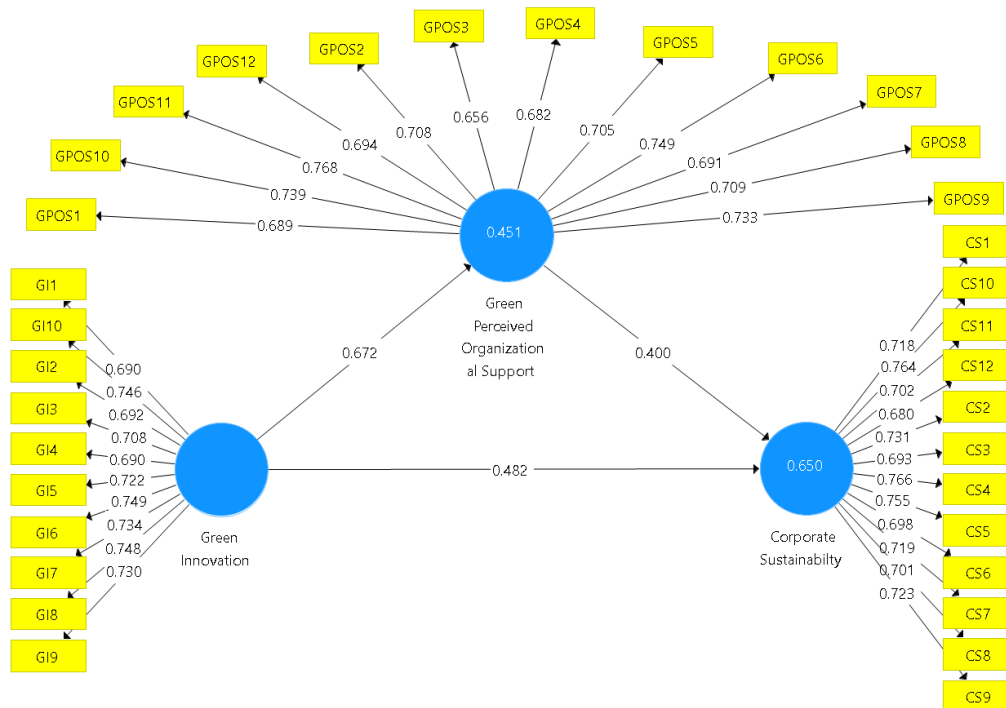


Figure 1. Outer Model

Based on the outer loading value, it can be seen that each research variable indicator has an outer loading value > 0.6 . These results prove that the outer loading value meets the requirements of convergent validity, where the outer loading value is between 0.5 - 0.6, as stated by Chin in Imam Ghozali (2018). It can be concluded that each dimension is declared feasible or valid for use in research and for further analysis.

Outer model schematic view on Figure 1 shows that the path coefficient value in the dominant path coefficient is found in the green innovation variable towards green perceived organizational support of 0.672. Furthermore, the second path coefficient is shown in the green innovation variable towards corporate sustainability of 0.482. While the smallest value is found in the green perceived organizational support variable towards corporate sustainability of 0.400.

Discriminant Validity

Discriminant validity testing done by using the average variant extracted (AVE) value, which must have a value > 0.5 for each variable as a requirement for a good model. The results of the discriminant validity test can be seen below:

Table 2. Average Variant Extracted (AVE)

Variables	AVE	Validity
Green Innovation	0.520	Valid
Green Perceived Organizational Support	0.505	Valid
Corporate Sustainability	0.521	Valid

Source: SmartPLS Program Results, 2024

Based on Table 2, the AVE value of the Green Innovation, Green Perceived Organizational Support and Corporate Sustainability variables is > 0.5 . So it can be stated that each variable has met the requirements as good discriminant validity.

Composite Reliability

Composite Reliability used to test the reliability value of each indicator on a variable. A variable can be declared qualified if it has a composite reliability value of > 0.6 . The table below is the composite reliability value of each research variable:

Table 3. Composite Reliability

Variables	Composite Reliability	Reliability
Green Innovation	0.916	Reliable
Green Perceived Organizational Support	0.924	Reliable
Corporate Sustainability	0.929	Reliable

Source: SmartPLS Program Results, 2024

Based on Table 3, it shows that all composite reliability values of the research variables are ≥ 0.7 . This means that all variables are reliable at a high level because they have met composite reliability.

Cronbach's Alpha

Cronbach's alpha used to strengthen the previous reliability submission. Variables that meet and qualify for cronbach alpha must have a cronbach alpha value > 0.75 . The table below is a description of the cronbach alpha value of each research variable:

Table 4. Cronbach Alpha

Variables	Cronbach's Alpha	Reliability
Green Innovation	0.923	Reliable
Green Perceived Organizational Support	0.862	Reliable
Corporate Sustainability	0.936	Reliable

Source: SmartPLS Program Results, 2024

Based on Table 4, it shows that the Cronbach alpha value of each research variable is ≥ 0.7 . In other words, each variable in the study has met the requirements of the Cronbach alpha value, meaning that all variables have a high level of reliability.

Inner Model Evaluation

Inner Model Testing (structural model) which includes *r-square output*, parameter coefficients and t-statistics are used to test the hypothesis. Acceptance or rejection of a hypothesis can be seen from the significance value between constructs, t-statistics, and p-

values. The value of the evidence can be seen in the bootstrapping results. T-statistics > 1.96 with a significance level of p-value 0.05 (5%) and a positive beta coefficient are the Rules of Thumb used in this study. The results of the bootstrapping research model are described through the inner model below:

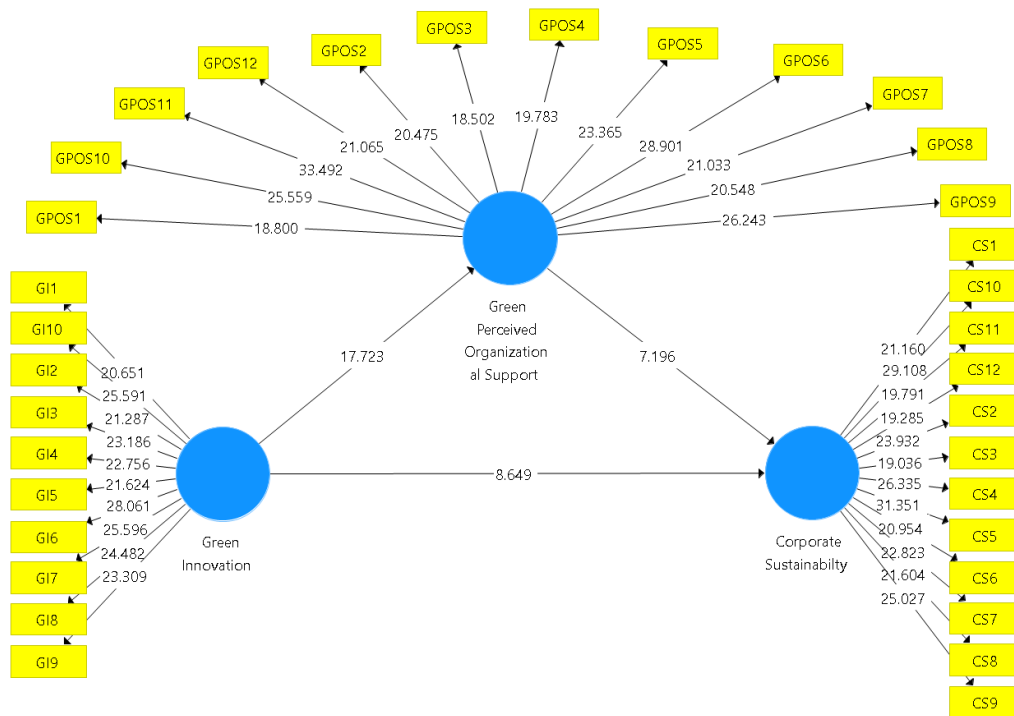


Figure 2. Inner Model

Path Coefficient Test

Path coefficient testing used to show how strong the effect or influence of the independent variable is on the dependent variable. While the coefficient determination (R-Square) is used to measure how much the endogenous variable is influenced by other variables.

Figure 2, above shows the inner model scheme which explains that the largest t-statistic value is shown in Green Innovation towards Green Perceived Organizational Support of 17.723. Furthermore, the second largest influence is on Green Innovation towards Corporate Sustainability of 8.649. While the smallest influence is on the variable Green Perceived Organizational Support towards Corporate Sustainability of 7.196.

The description above shows that the independent variables in this research model have a path coefficient value with a positive number towards Green Perceived Organizational Support. This means that if the greater the value of the path coefficient in a positive number, the greater the value of the path coefficient on one of the independent variables towards the Green Perceived Organizational Support variable, the stronger the influence between the independent variables on the Green Perceived Organizational Support variable.

The independent variables on Corporate Sustainability in this model also have path coefficient values with positive numbers. This means that the greater the path coefficient value on one of the independent variables on the Corporate Sustainability variable, the stronger the influence between the independent variables on the Corporate Sustainability variable.

Goodness of Fit Test

Table 5. R-Square Value

Variables	R Square Value
Green Perceived Organizational Support	0,451
Corporate Sustainability	0.650

Source: SmartPLS Program Results, 2024

Table 5 above shows that the R-Square value for the Green Perceived Organizational Support variable is 0.451. This value explains that Green Perceived Organizational Support can be explained by the Green Innovation variable by 45.1%, while the remaining 54.9% can be influenced by other variables not studied. Then for the Corporate Sustainability variable, it has an R-Square value of 0.650. This value explains that Corporate Sustainability can be explained by the Green Innovation and Green Perceived Organizational Support variables by 65% while the remaining 35% can be influenced by other variables not studied, such as employee engagement, leadership style, work motivation, discipline, organizational culture and others.

Hypothesis Testing

Table 6. Direct and Indirect Influence

Hypothesis	Influence	Original Sample	T-Statistic	P-Values	Results
H1	<i>Green Innovation=> Green Perceived Organizational Support</i>	0.672	17,723	0,000	Accepted
H2	<i>Green Innovation=> Corporate Sustainability</i>	0.482	8,649	0,000	Accepted
H3	<i>Green Perceived Organizational Support=> Corporate Sustainability</i>	0.400	7,196	0,000	Accepted
H4	<i>Green Innovation=> Corporate Sustainability through Green Perceived Organizational Support</i>	0.268	6,492	0,000	Accepted

Source: SmartPLS Program Results, 2024

Table 6 above shows that the Green Innovation variable has a positive and significant effect on Green Perceived Organizational Support with a value of $17.723 > 1.96$. The Green Innovation variable has a positive and significant effect on Corporate Sustainability with a value of $8.649 > 1.96$. The Green Perceived Organizational Support variable has a positive and significant effect on Corporate Sustainability with a value of $7.196 > 1.96$. The positive and negative effects can be seen in the original sample value column.

Table 6 above also shows that Green Perceived Organizational Support can mediate the influence between Green Innovation and Corporate Sustainability by $6.492 > 1.96$. This shows that Green Innovation can improve Corporate Sustainability by involving Green Perceived Organizational Support.

DISCUSSION OF RESEARCH RESULTS

The Influence of Green Innovation on Green Perceived Organizational Support

Research result analysis shows a t-value of $17.723 > 1.96$. In other words, Green Innovation has a positive and significant effect on Green Perceived Organizational Support. This means that if Green Innovation increases, Green Perceived Organizational Support will increase. A path coefficient of 0.672 was obtained, meaning that Green Innovation contributes 67.2% to Green Perceived Organizational Support, and the remaining 32.8% are other factors not studied.

Green innovation is defined as new technologies (hardware or software) related to products or production processes that will lead to energy efficiency, pollution reduction, waste recycling, green product design and corporate environmental management (Ar, 2012). While Perceived Organizational Support (POS) basically implies recognition by the organization of one's loyalty, efforts, socio-emotional needs and commitment. So Green POS refers to employees' beliefs that the organization values their contribution to sustainability and shows concern for environmental values in the workplace (Lamm et al., 2015).

Environmentally friendly innovations that are well implemented by palm oil industry companies can lead to environmentally friendly production processes, thereby reducing environmental pollution around the company. The development of environmentally friendly innovations can increase *green* perceived organizational support that employees have for the company.

The results of this study support research conducted by Zhao & Huang (2022) stated that green innovation has a significant effect on green perceived organizational support.

The Influence of Green Innovation on Corporate Sustainability

Research result analysis shows a t-value of $8.649 > 1.96$. In other words, Green Innovation has a positive and significant effect on Corporate Sustainability. This means that if Green Innovation increases, Corporate Sustainability will increase. A path coefficient of 0.482 was obtained, meaning that Green Innovation contributes 48.2% to Corporate Sustainability, and the remaining 51.8% are other factors that were not studied.

Green innovation is defined as new technologies (hardware or software) related to products or production processes that will lead to energy efficiency, pollution reduction, waste recycling, green product design and corporate environmental management (Ar, 2012). While corporate sustainability is the company's ability to build and maintain long-term relationships with all its stakeholders, including employees, customers, shareholders and the community (Zen et al., 2023).

Environmentally friendly innovations that are well implemented by palm oil industry companies can lead to environmentally friendly production processes, thereby reducing environmental pollution around the company. The development of environmentally friendly innovations can increase *corporate sustainability* so that you can have long-term relationships with all parties related to the company.

The results of this study support research conducted by Liao et al. (2022), Asadi et al. (2020), Shahzad et al. (2020) who stated that green innovation has a significant effect on corporate sustainability.

The Influence of Green Perceived Organizational Support on Corporate Sustainability

Research result analysis shows a t-value of $7.196 > 1.96$. In other words, Green Perceived Organizational Support has a positive and significant effect on Corporate Sustainability. This means that if Green Perceived Organizational Support increases, Corporate Sustainability will increase. A path coefficient of 0.400 is obtained, meaning that Green Perceived Organizational Support contributes 40% to Corporate Sustainability, and the remaining 60% are other factors not studied.

Green perceived organizational support is the employee's belief that the organization cares about their contribution to environmental sustainability and values their well-being (Eisenberger et al., 2020).

Green perceived organizational support which is implemented well will encourage employees to be more enthusiastic in efforts to maintain environmental sustainability, both within and around the company. The support of an environmentally conscious organization will further motivate employees to engage in environmentally friendly behavioral practices and can influence the improvement of corporate sustainability.

The results of this study support research conducted by Jeong & Kim (2022), Hossin et al. (2021), Kusi, Zaho & Sukamani (2021), Wang et al. (2018) which states that green perceived organizational support has a significant effect on corporate sustainability.

CONCLUSION

Based on the findings from the research results and explanations in the previous chapters, several conclusions can be put forward as follows:

1. There is a positive and significant influence of green innovation on green perceived organizational support in the palm oil industry in Kalimantan.
2. There is a positive and significant influence of green innovation on corporate sustainability in the palm oil industry in Kalimantan.
3. There is a positive and significant influence of green perceived organizational support on corporate sustainability in the palm oil industry in Kalimantan.
4. *Green perceived organizational support* can mediate the influence between green innovation and corporate sustainability in the palm oil industry in Kalimantan.

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