



# Improvement of Green Behavior and Green Training on Company Sustainability Mediated by Employee Engagement

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**Abstract.** The purpose of this literature research is expected to help hypotheses for future authors in determining research related to corporate sustainability. The research article on increasing green behavior and green training on company sustainability mediated by employee engagement is a scientific literature article within the scope of green human resource management. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct literature reviews of previous studies that are relevant and have been published. The data used in this research is secondary data, which comes from academic online media such as Thomson Reuters Journals, Sage, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Springer, Web of Science, Sinta Journals, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Green Behavior affects Employee Engagement; 2) Green Training affects Employee Engagement; 3) Green Behavior affects Company Sustainability; 4) Green Training has an effect on Company Sustainability; 5) Employee Engagement has an effect on Company Sustainability; 6) Green Behavior has an effect on Company Sustainability through Employee Engagement; and 7) Green Training affects Company Sustainability through Employee Engagement.

**Keywords:** Corporate Sustainability, Employee Engagement, Green Behavior, Green Training.

## 1. INTRODUCTION

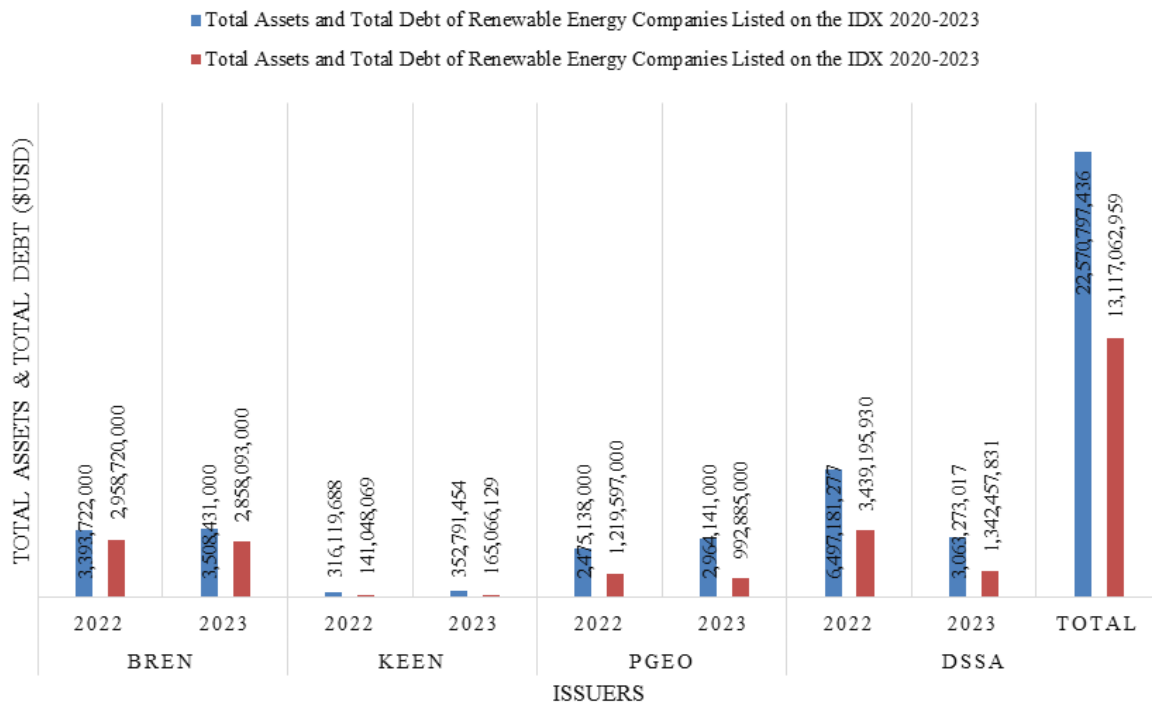
In an era of globalization and increasingly urgent climate change, companies are being asked to focus not only on economic profit but also on environmental sustainability. The concept of corporate sustainability is now a major concern among stakeholders, including consumers, investors, and governments. Corporate sustainability encompasses various aspects, ranging from natural resource management and carbon emission reduction to the implementation of environmentally friendly business practices. In this context, green behavior and green training are two important elements that can improve corporate sustainability.

Green behavior refers to individual or group actions aimed at protecting the environment, such as reducing the use of plastics, saving energy, and good waste management. Meanwhile, green training is an educational process designed to increase employees' awareness and skills in implementing green practices in the workplace. Research shows that companies that implement green behaviors and green training not only improve their public reputation, but can also increase operational efficiency and reduce long-term costs.

However, to achieve optimal results from green behaviors and training, employee engagement is a key factor. Employee engagement refers to the level of involvement and participation of employees in corporate activities, including sustainability initiatives. When employees feel engaged and have a sense of ownership in green programs, they tend to be more proactive in implementing green practices. This engagement can be fostered through various strategies such as effective communication, rewards for contributions, and a supportive work environment.

In this context, this study aims to explore how increased green behavior and green training can contribute to corporate sustainability, with employee engagement as the mediator. The research will present relevant data and statistics to support the argument, as well as case examples of companies that have successfully implemented these strategies. As such, it is hoped that this research can provide valuable insights for companies looking to improve their sustainability through a more holistic approach.

## TOTAL ASSETS AND TOTAL DEBT OF RENEWABLE ENERGY COMPANIES LISTED ON THE IDX 2020-2023



**Figure 1:** Total assets and total debt of renewable energy companies listed on the IDX 2020-2023 sumber: Data processed by researchers, 2025.

In Figure 1, it is known that energy and renewable companies in terms of total assets experience fluctuations in value. Of the 4 EBT issuers, 3 companies experienced an increase in total assets, namely BREN, KEEN and PGEO. Then seen from the total debt, 3 issuers experienced a decrease in total debt, namely BREN, PGEO and DSSA issuers. This indicates that EBT companies can still continue the sustainability of the company seen from the financial statements. However, not all EBT companies get the same value.

Therefore, researchers are interested in researching related to company sustainability mediated by employee involvement.

### 1.1. Problem Formulation

Based on the background of the problem above, the problem formulation is obtained to be used as a hypothesis for further research, among others: 1) Does Green Behavior affect Employee Engagement?; 2) Does Green Training affect Employee Engagement?; 3) Does Green Behavior affect Corporate Sustainability?; 4) Does Green Training affect Corporate Sustainability?; 5) Does Green Organizational Culture affect Organizational Performance?; 6) Does Green Compensation and Reward affect Organizational Performance?; and 7) Does Employee Engagement affect Organizational Performance?

## 2. METHODOLOGY

This research uses a descriptive qualitative approach. This method was chosen because it allows researchers to understand the research concepts related to corporate sustainability and employee engagement thoroughly, focusing on the context and meaning contained in organizational performance and employee engagement. Descriptive qualitative data collection and analysis allows researchers to tailor their approach to the needs of the research and the characteristics of the subject under study, (Vebrianto et al., 2020);(Susanto, Arini, et al., 2024).

### 2.1. Data Source

The data used in this study comes from previous research related to green behavior, green training, employee engagement and corporate sustainability. The researcher will analyze the existing literature to identify patterns and trends in the concepts of corporate sustainability and employee engagement. By using previous research and other references, researchers can develop stronger, evidence-based arguments and contribute to a broader understanding of the concepts of corporate sustainability and employee engagement, (Snyder, 2019).

### 2.2. Data Type

The type of data used in this study is secondary data, which utilizes data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources

also allows researchers to gain a more comprehensive understanding of the concepts of corporate sustainability and employee engagement from various perspectives, (Acampora et al., 2022).

### **3. RESULTS AND DISCUSSION**

#### **3.1. Results**

##### **3.1.1. Corporate Sustainability**

Corporate sustainability is a concept that refers to an organization's ability to operate on a sustainable basis while considering the social, economic and environmental impacts of its activities. In this context, sustainability means more than just maintaining profitability; it also includes responsibility to society and the environment. A sustainable company strives to integrate good business practices with the principles of sustainability, ensuring that the resources it uses are not only profitable today, but also sustainable for future generations. This includes using natural resources wisely, reducing waste and improving energy efficiency (Lestari & Nawangsari, 2022).

Indicators or dimensions contained in Corporate Sustainability include: 1) Economic: Includes profitability, operational efficiency, product innovation, and financial risk management to ensure business continuity. Indicators: Net income, ROI (return on investment), and market growth; 2) Environmental: Focuses on managing environmental impacts, such as reducing carbon emissions, energy efficiency, and recycling. Indicators: Carbon footprint, use of renewable energy, and waste management; and 3) Social: Relates to corporate social responsibility (CSR), employee well-being, and community impact. Indicators: Employee satisfaction, CSR programs, and inclusiveness (Harianto & Soenardi, 2022).

Corporate Sustainability has been researched and is relevant to previous research researched by: (Isensee et al., 2020), (Sharma et al., 2021), (Sadek & Karkoulian, 2024), (Kamilia & Nawangsari, 2023).

##### **3.1.2. Employee Engagement**

Employee engagement is the degree to which employees feel connected and committed to the organization's goals and values. It encompasses the emotional, cognitive and behavioral aspects of how employees carry out their roles and responsibilities. Engaged employees not only do their jobs well, but also strive to make a positive contribution to the organization. They feel they play an important role in the company's success and are committed to achieving common goals (Zeeshan et al., 2021).

Indicators or dimensions contained in Employee Engagement include: 1) Emotional Engagement: A sense of belonging and pride in one's work and company. Indicators: Job satisfaction, employee loyalty and motivation levels; 2) Cognitive Engagement: Understanding the purpose of the organization and the individual's role in it. Indicators: Perception of the organization's vision and mission and understanding of tasks; and 3) Behavioral Involvement: Active participation of employees in organizational activities. Indicators: Attendance, contribution of ideas and work initiatives (Susanto & Sawitri, 2022).

Employee Engagement has been researched and is relevant to previous research researched by: (Shafi et al., 2021), (Larasati et al., 2019), (Ambarwati et al., 2023), (Hubais et al., 2023), (Susanto, Sawitri, et al., 2024b), (Susanto, Sawitri, et al., 2024a).

##### **3.1.3. Green Behavior**

Green behavior refers to individual or group actions that help preserve the environment and reduce negative impacts on the ecosystem. In a corporate context, these behaviors include a variety of practices that support sustainability, such as reducing resource consumption, improving waste management, and using renewable energy. Green behavior is not limited to day-to-day actions, but also includes attitudes and values that support environmental conservation efforts (Katz et al., 2022).

Indicators or dimensions contained in Green Behavior include: 1) Pro-Environmental Behavior: Direct actions to reduce environmental impact, such as saving electricity or water. Indicators: Frequency of turning off lights, using green transportation, and recycling; 2) Green Advocacy: Promoting environmental values to employees or the community. Indicators: Participation in environmental campaigns and green policy proposals; 3) Green Creativity: Innovative ideas that support environmental sustainability. Indicator: Number of ideas or innovations implemented (Amrutha & Geetha, 2021).

Green Behavior has been researched and is relevant to previous research researched by: (Zacher et al., 2023), (Ababneh, 2021), (Aboramadan, 2022).

##### **3.1.4. Green Training**

Green training is an education and training process designed to increase employee awareness and skills in environmentally responsible practices. Through this training program, employees gain knowledge about environmental issues, the company's sustainability policy, and techniques to reduce the environmental impact of their work. Green training not only covers technical aspects, but also develops attitudes and values that support environmentally friendly behavior (Mayangsari & Nawangsari, 2019).

Indicators or dimensions contained in Green Training include: 1) Environmental Awareness: Training to improve employees' knowledge of environmental issues. Indicator: Understanding of sustainability concepts and impacts. 2) Green skills: Training that teaches practical skills to support the environment, such as waste management or the use of green technology. Indicator: New skills applied on the job; 3) Green Commitment: Instilling the values of sustainability and environmental responsibility. Indicator: Level of employee commitment

to green policies (Anindyah & Nugroho, 2023).

Green Training has been researched and is relevant to previous research researched by: (Amrutha & Geetha, 2021), (Anindyah & Nugroho, 2023), (Kamilia & Nawangsari, 2023), (Syahridhan & Susanto, 2025).

### 3.1.5. Previous Research

Based on the findings above and previous studies, the following research discussion is formulated:

**Table 1:** Results of relevant previous research.

No	Author (Year)	Research results	Similarities with this article	Differences with this article
1	(Mayangsari & Nawangsari, 2019)	-The green recruitment variable affects employee engagement  -Green training variables affect employee engagement  -Green behavior variables have an effect on Employee Engagement	This article has in common that it examines the Green Behavior variable in the independent variable, and examines the Employee Engagement variable in the dependent variable.	The difference with previous research is that there are Green Recruitment and Green Training variables as other independent variables.
2	(Veerasamy et al., 2024)	-The Green Training variable affects employee engagement  -Development variables affect employee engagement	This article has in common that it examines the Green Training variable in the independent variable, and examines the Employee Engagement variable in the dependent variable.	The difference with previous research is that there are Development variables as other independent variables
3	(Malik et al., 2021)	-The green behavior variable affects company sustainability  -Environment variable affects the sustainability of the company	This article has in common that it examines the Green Behavior variable in the independent variable, and examines the Corporate Sustainability variable in the dependent variable.	The difference with previous research is in the Environment variable as another independent variable
4	(Xie & Zhu, 2020)	-The Green Training variable affects company sustainability  -Green Innovation variable affects the sustainability of the company	This article has in common that it examines the Green Training variable on the independent variable, and examines the Corporate Sustainability variable on the dependent variable.	The difference with previous research is that there are Green Innovation variables as other independent variables
5	(Bhattacharya et al., 2023)	-The Employee Engagement variable has an effect on Company Sustainability in Millennial Employees	This article has in common that it examines the variable of Employee Engagement in the independent variable, and examines the variable of Corporate Sustainability in the dependent variable.	The difference with previous research is that there is an object of research, namely conducted on Millennial generation employees.
6	(Raza et al., 2021)	-The variables of Organizational Pride and Green Behavior affect Corporate Sustainability and Employee Voluntary through Employee Engagement.	This article has in common that it examines the Green Behavior variable in the independent variable, and examines the Corporate Sustainability variable in the dependent variable. As well as the Employee Engagement variable on the Intervening variable.	The difference with previous research is that there are Organizational Pride variables as other independent variables
7	(Amrutha & Geetha, 2021)	-The Green Training variable has an effect on Company Sustainability mediated by Employee Engagement  -Voluntary Workplace Green Behavior variable has an effect on Company Sustainability mediated by Employee Engagement	This article has in common that it examines the Green Training variable on the independent variable, and examines the Corporate Sustainability variable on the dependent variable.	The difference with previous research is in the Voluntary Workplace Green Behavior variable as another independent variable.

## 3.2. Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

### 3.2.1. Effect of Green Behavior on Employee Engagement

Based on relevant previous research, it shows that Green Behavior affects Employee Engagement. To influence employee engagement through green behavior, what management must do is: 1) Pro-Environmental Behavior: includes employee actions in saving resources, managing waste properly, and using energy efficiently. This can be realized through internal campaigns and the provision of environmentally friendly facilities; 2) Green

Advocacy: involves employee participation in promoting sustainability values, such as conveying environmental ideas or supporting company policies related to sustainability. Employees who actively advocate for green values will feel more connected to the organization's goals; 3) Green Creativity: encourages innovation and new solutions that support sustainability, for example creating more energy efficient work processes or environmentally friendly products, which makes employees feel valued and motivated to contribute more.

If a company or organization can implement Pro-Environmental Behavior, Green Advocacy and Green Creativity, it will have a positive impact on employee engagement which includes: 1) Emotional Engagement: increases when employees feel proud of their contribution in protecting the environment, which creates a sense of belonging to the company; 2) Cognitive Engagement: built through employees' understanding of the importance of green behavior in achieving the company's sustainable vision, which motivates them to continue learning and contributing; and 3) Behavioral Engagement: seen from employees' concrete actions in supporting the company's environmental initiatives, such as participation in recycling or energy saving programs. By integrating pro-environmental behavior, green advocacy, and green creativity, companies not only increase employee engagement but also create a work environment that supports sustainability holistically.

The results of this study are in line with research conducted by (Mayangsari & Nawangsari, 2019) and (Aboramadan, 2022), which states that green behavior affects employee engagement.

### **3.2.2. Effect of Green Training on Employee Engagement**

Based on relevant previous research, it shows that Green Training affects Employee Engagement. To influence employee engagement through green training, what management must do are: 1) Environmental Awareness: involves increasing employees' knowledge of environmental issues, such as the impact of climate change, the importance of recycling, and reducing carbon emissions. This can be achieved through seminars, training, or periodic information dissemination; 2) Green Skills: focuses on practical training that equips employees with the ability to implement environmentally friendly practices, such as waste management, energy efficiency, and the use of green technologies. With these skills, employees can directly contribute to creating a sustainable work environment; and 3) Green Commitment: This is the embedding of sustainability values in the organizational culture, which involves strengthening employees' moral awareness of the importance of protecting the environment.

If a company or organization can implement Environmental Awareness, Green Skills and Green Commitment, it will have a positive impact on employee engagement which includes: 1) Emotional Engagement: increases when employees feel that they are part of a meaningful environmental initiative, thus creating a sense of pride and belonging to the company; 2) Cognitive Engagement: builds through a better understanding of how their contribution to sustainability supports the company's strategic goals. Employees feel more motivated to learn new ways of working that align with green values; and 3) Behavioral Engagement: Reflected in employees' active participation in green programs, such as waste reduction or energy saving. By integrating environmental awareness, green skills, and green commitment in green training, companies not only increase employee engagement but also build a work culture that supports sustainability holistically.

The results of this study are in line with research conducted by (Veerasingam et al., 2024) and (Ali Ababneh et al., 2021), which states that green training affects employee engagement.

### **3.2.3. Effect of Green Behavior on Corporate Sustainability**

Based on relevant previous research, it shows that Green Behavior affects Company Sustainability. To influence the sustainability of the company through green behavior, what management must do is: 1) Pro-Environmental Behavior: includes employee actions in reducing negative impacts on the environment, such as energy savings, waste management, and efficient use of resources. This step can be encouraged through the provision of environmentally friendly facilities and internal campaigns; 2) Green Advocacy: involves employees in promoting sustainability values both within the company and to the community. This includes active participation in environmental campaigns, sharing information related to green practices, or proposing sustainable policies; and 3) Green Creativity: refers to employees' innovations and creative ideas to improve efficiency and sustainability, such as designing more energy-efficient work processes or creating eco-friendly products.

If a company or organization can implement Pro-Environmental Behavior, Green Advocacy and Green Creativity, it will have a positive impact on the sustainability of the company which includes: 1) Economic: green behavior can help companies reduce operational costs, for example through efficient use of resources, which in turn increases profitability; 2) Environmental: consistent implementation of green behavior helps companies reduce carbon footprint, improve energy efficiency, and meet applicable environmental standards; and 3) Social: green behavior builds positive relationships with society, strengthens the company's image as a responsible organization, and increases trust from stakeholders. By integrating pro-environmental behavior, green advocacy, and green creativity, companies can achieve holistic sustainability, including economic benefits, environmental preservation, and social contributions.

The results of this study are in line with research conducted by (Jamal et al., 2021) and (Malik et al., 2021), which states that green behavior affects corporate sustainability.

### 3.2.4. Effect of Green Training on Corporate Sustainability

Based on relevant previous research, it shows that Green Training affects Company Sustainability. To influence Company Sustainability through Green Training, what management must do are: 1) Environmental Awareness: aims to increase employees' understanding of the importance of sustainability and the environmental impact of company activities. This training can include education on climate change, energy efficiency, and resource management; 2) Green Skills: involves practical training that equips employees with the technical ability to implement green practices, such as waste management, use of renewable energy, and optimization of work processes that support sustainability; and 3) Green Commitment: is the embedding of sustainability values in the culture of the organization, thereby creating a collective sense of responsibility for the Company's environmental impacts.

If a company or organization can implement Environmental Awareness, Environmental Stewardship Skills and Green Commitment, it will have a positive impact on Corporate Sustainability which includes: 1) Economic: the implementation of green training can improve operational efficiency and reduce costs, for example through energy savings or more effective waste management, which in turn increases profitability; 2) Environment: companies that consistently implement green training can reduce their carbon footprint, maintain ecosystem sustainability, and improve compliance with environmental regulations; and 3) Social: companies that support green training create better relationships with communities, improve corporate reputation, and build trust from stakeholders.

The results of this study are in line with research conducted by (Xie & Zhu, 2020) and (Birou et al., 2019), which states that green training has an effect on Corporate Sustainability.

### 3.2.5. Effect of Employee Engagement on Corporate Sustainability

Based on relevant previous research, it shows that Employee Engagement affects Company Sustainability. To influence Company Sustainability through Employee Engagement, what management must do are: 1) Emotional Engagement: reflects employees' sense of pride, ownership, and emotional connection to the company. By creating a supportive work environment and recognizing employees' contributions, companies can motivate them to be more committed in supporting sustainability goals; 2) Cognitive Engagement: involves employees' understanding of the importance of their role in achieving corporate sustainability. Through training, effective communication, and transparency regarding sustainability initiatives, employees can feel more inspired to think critically and provide innovative ideas; and 3) Behavioral Engagement: visible from employees' concrete actions in supporting sustainability initiatives, such as actively participating in recycling programs, energy efficiency, or corporate social activities.

If a company or organization can implement Emotional Engagement, Cognitive Engagement and Behavioral Engagement, it will have a positive impact on Corporate Sustainability which includes: 1) Economic: high employee engagement can increase productivity, operational efficiency, and innovation, which contributes to increased company profitability; 2) Environmental: employees who are actively involved in green initiatives help companies reduce negative impacts on the environment through more efficient use of resources and reduced carbon emissions; and 3) Social: employee engagement strengthens the company's relationship with the community and increases trust from stakeholders, creating a positive reputation as an organization that cares about sustainability. By encouraging emotional, cognitive, and behavioral engagement, companies can achieve sustainability holistically, encompassing economic benefits, environmental preservation, and greater social contributions.

The results of this study are in line with research conducted by (Remes, 2019) and (Bhattacharya et al., 2023), which states that employee involvement affects Corporate Sustainability.

### 3.2.6. Effect of Green Behavior on Corporate Sustainability Through Employee Engagement

Based on relevant previous research, it shows that Green Behavior affects Corporate Sustainability through Employee Engagement. To influence Company Sustainability through Green Behavior mediated by Employee Engagement, what management must do are: 1) Emotional Engagement: a close emotional relationship between employees and the company that can be achieved through rewards, recognition, and creating a supportive work environment; 2) Cognitive Engagement: Which should be emphasized by providing employees with an understanding of the importance of sustainability and how their role impacts the success of the organization; and 3) Behavioral Engagement: Which includes active employee participation in sustainability programs, needs to be facilitated through training and management support. Then after applying emotional engagement, cognitive engagement and behavioral engagement, it is then necessary: 1) Pro-Environmental Behavior: such as efficient resource management, waste reduction, and adherence to environmentally friendly practices; 2) Green Advocacy: it is also important to engage employees in voicing sustainability values to colleagues and external communities; and 3) Green Creativity: in the form of innovation and new ideas to improve efficiency and sustainability, can be encouraged through a work culture that supports exploration and experimentation.

If a company or organization can implement emotional engagement, cognitive engagement, behavioral engagement, pro-environmental behavior, green advocacy and green creativity, it will have a positive impact on Corporate Sustainability which includes: 1) Economic: companies can improve operational efficiency, reduce costs, and create innovations that increase profitability; 2) Environmental: the implementation of green behavior helps companies reduce their carbon footprint, comply with regulations, and maintain the sustainability of natural

resources; and 3) Social: this approach enhances the company's reputation as a responsible organization, strengthens community relationships, and builds stakeholder trust. With the integration of emotional, cognitive, and behavioral engagement and the implementation of pro-environmental behavior, green advocacy, and green creativity, companies can achieve holistic sustainability.

The results of this study are in line with research conducted by (Raza et al., 2021) and (Sabokro et al., 2021), which states that green behavior affects Corporate Sustainability through Employee Engagement.

### 3.2.7. Effect of Green Training on Corporate Sustainability Through Employee Engagement

Based on relevant previous research, it shows that Green Training affects Company Sustainability through Employee Engagement. To influence Company Sustainability through Employee Engagement, what must be done by management are: 1) Emotional Engagement: namely employees' emotional bonds to the company that can be strengthened through recognition, appreciation, and support for their contributions; 2) Cognitive Engagement: needs to be built by increasing employees' understanding of the importance of sustainability and their role in achieving it through specialized training and effective communication; and 3) Behavioral Engagement: should be realized by ensuring employees actively participate in sustainability initiatives, such as energy efficiency programs and pro-environmental activities. Then after implementing emotional engagement, cognitive engagement and behavioral engagement, the following are required: 1) Environmental Awareness: which includes understanding the environmental impacts of each company's activities and how to reduce them; 2) Green Skills: are also important, including training to improve employees' ability to adopt sustainable practices, such as waste management and resource efficiency; and 3) Green Commitment: must be instilled, so that employees have intrinsic motivation to support the company's environmental goals consistently.

If a company or organization can implement emotional engagement, cognitive engagement, behavioral engagement, environmental awareness, green skills and green commitment, it will have a positive impact on Corporate Sustainability which includes: 1) Economic: sustainability is achieved through reduced operational costs, increased efficiency, and innovation that creates added value for the company; 2) Environmental: companies can reduce their carbon footprint, comply with environmental regulations, and contribute to the preservation of natural resources; and 3) Social: this approach strengthens relationships with society, enhances the company's image as a responsible organization, and increases trust from stakeholders. With the integration of emotional, cognitive, and behavioral engagement and the application of environmental awareness, green skills, and green commitment, companies can achieve holistic and sustainable sustainability.

The results of this study are in line with research conducted by (Veerasamy et al., 2024) and (Amrutha & Geetha, 2021), which states that Green Training affects Corporate Sustainability through Employee Engagement.

### 3.2.8. Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous studies that are relevant to the discussion of this literature research:

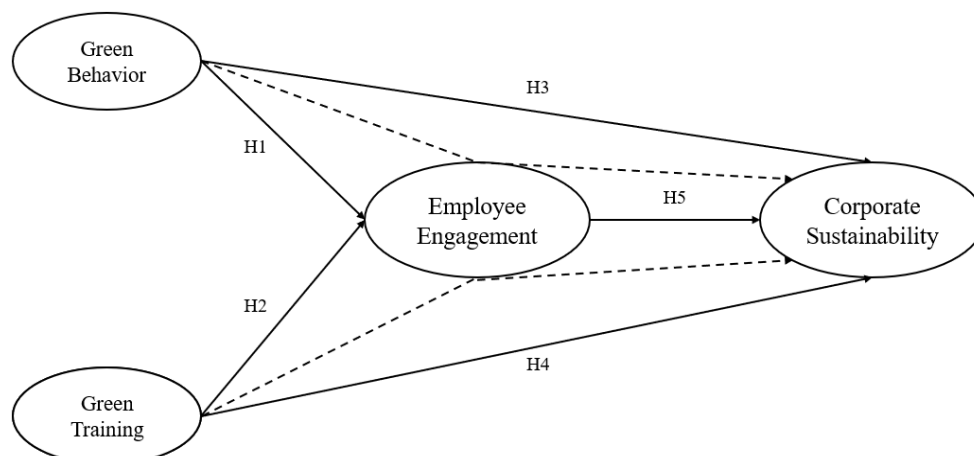


Figure 2: Suggested structure.

Based on Figure 2 above, green behavior and green training affect company sustainability and employee engagement. However, in addition to the green behavior and green training variables that affect company sustainability and employee engagement, there are other variables that influence, including:

- 1) Green Commitment: (Fahira, 2019), (Budihardjo & Hadipuro, 2022), (Sharma et al., 2021), (Kurniawati & Oktarina, 2023).
- 2) Green Leadership: (Bhutto et al., 2021), (Khan et al., 2019), (Bhutto et al., 2021), (Tosun et al., 2022).
- 3) Green Technology: (Feng et al., 2022), (Du & Li, 2019), (Bradud et al., 2022), (Mugoni et al., 2023).

#### 4. CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions of this study are: 1) Green behavior affects employee engagement; 2) Green training affects Employee Engagement; 3) Green behavior affects Company Sustainability; 4) Green training affects Company Sustainability; 5) Employee Engagement affects Company Sustainability; 6) Green Behavior affects Company Sustainability through Employee Engagement; and 7) Green Training has an effect on Company Sustainability through Employee Engagement.

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