



Situational leadership, green innovation, and corporate culture as drivers of corporate sustainability: The mediating role of green perceived organizational support

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ABSTRACT

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The palm oil industry is vital to Indonesia's economy, but it has drawn international scrutiny over environmental sustainability. Environmental problems such as pollution and deforestation are showing how effective sustainable business practices can be. The present study investigates how situational leadership, green innovation, and corporate culture impact corporate sustainability, with green perceived organizational support as a mediator. A quantitative design with data from a survey of 398 employees in palm oil companies in Sumatra and Kalimantan was analyzed using PLS-SEM. Results indicate that situational leadership, green innovation, and corporate culture positively contribute to corporate sustainability, both directly and indirectly, through supporting the organizational arrangement for environmental policies, or green perceived organizational support, which strengthens staff commitment to sustainability. This study advances theories by adopting a three-factor model that encompasses macro-level constructs, specifically leadership and culture, coupling them with micro-level determinants such as innovation in the context of corporate sustainability in industries where higher levels of scrutiny are directed towards their environmental impact, whilst also positioning green perceived organizational support as a dominant mediating variable within the palm oil sector. It adds to sustainability management literature and derives implications for future studies on green organizational behavior in emerging economies such as Indonesia.

Contribution/Originality: This study contributes to the existing literature; it combines situational leadership style, green innovation, and corporate culture to explain sustainability outcomes. Providing a name for the mediator between organizational drivers and corporate sustainability, it proposes green perceived organizational support as this mediator.

1. INTRODUCTION

Sustainability is an increasingly important concern in both academia and corporate practice in recent decades. Generally, it is believed that organizations and institutions should be responsible for environmental sustainability, social justice, and economic stability over the long term (Hariram, Mekha, Suganthan, & Sudhakar, 2023). This paradigm shift highlights the relationship between corporate competitiveness and sustainable practices. Corporate sustainability focuses on balancing economic, environmental, and social concerns in strategies and operations (de Almeida Barbosa Franco, Franco Junior, Battistelle, & Bezerra, 2024; Elkington & Rowlands, 1999). Organizations

seeking sustainability-based strategies are more likely to sustain stakeholder trust, improve reputation, and gain a long-term performance edge (Srisathan, Ketkaew, & Naruetharadhol, 2020).

Corporate sustainability needs are pressing for resource-dependent industries, and the palm oil industry is no exception. While it also provides economic development, it does challenge environmental integrity. Palm oil production provides jobs and increases export revenues in developing nations, including Indonesia. However, it triggers deforestation, loss of biodiversity, greenhouse gas emissions, and water pollution, causing global pressure to adopt sustainable practices in companies (Bag, Gupta, & Kumar, 2021).

Indonesia is the world's largest producer of palm oil and a vital engine for economic growth, employment, and rural development in Indonesia. Yet environmental problems, including waste pollution and the burning of land and ecosystems on islands like Sumatra and Kalimantan, are formidable obstacles (Purnomo et al., 2020). They will force palm oil companies to implement sustainability measures in their practices that would support economic development, environmental protection, social responsibility, and sustainability governance (Sylvia, Rinaldi, Muslim, Husin, & Yunardi, 2022).

Corporate sustainability initiatives in such contexts require not only regulatory compliance but also strong internal organizational capabilities. From a theoretical perspective, sustainability practices are closely related to the triple bottom line framework, which emphasizes the simultaneous achievement of economic performance, environmental stewardship, and social well-being (Nogueira, Gomes, & Lopes, 2025). This framework suggests that organizations must go beyond traditional profit-oriented strategies and adopt broader stakeholder-oriented approaches. In line with stakeholder theory, companies are expected to address the expectations of multiple stakeholders, including employees, communities, governments, and environmental groups (Awa, Etim, & Ogbonda, 2024). In addition, legitimacy theory suggests that organizations must align their activities with societal norms and environmental expectations to maintain legitimacy and social acceptance (Patten, 2019).

Sustainability strategies are now increasingly adopted and mainstreamed through successive levels of the organization, but the successful and effective implementation of such multifaceted strategies rests on a host of managerial and behavioral factors that can widely affect outcomes. Extensive academic literature has carefully diagnosed a plethora of major drivers that can either facilitate or impede our progress towards sustainable outcomes, such as leadership-led innovation capability and organizational culture (Kareem & Kummitha, 2025). Additionally, this is especially true for leadership, which serves a foundational and pivotal role in setting strategic priorities, impacting employee attitudes and perceptions, as well as driving organizational change initiatives toward sustainability. Post navigation states why strong leadership matters in a complex business landscape. One specific theory is situational leadership theory, which proposes that leaders must adapt and change their leadership style based on the organizational situation and employee development in order to lead employees effectively toward broader organizational outcomes (Del Pino-Marchito, Galán-García, & Plaza-Mejía, 2025). The literature suggests that to sustain an organizational culture that encourages employees' environmentally friendly behavior, adaptive leadership behavior is not only perceived but also developed (Swathi & Johnpaul, 2025). When they establish an environment that is supportive and encouraging, leaders can motivate those on their teams to adopt sustainability initiatives wholeheartedly. A significant factor in the overall success of sustainability efforts enhances effectiveness.

Green innovation, referring to the holistic design and execution of eco-friendly technologies, processes, and products intended to mitigate negative environmental ramifications, is also a prominent driver for corporate sustainability. Green innovation enables organizations to solve pollution control challenges, achieve more efficient resource use, and improve environmental performance without compromising economic survival (Le, 2022). Companies that wisely invest in green innovation-focused activities are much more likely to generate sustainable capabilities that aim to enhance not only the operational infrastructure but also help build organizations that can prevail and remain resilient for a long time in an ever-changing environment (Barforoush, Etebarian, Naghsh, & Shahin, 2021).

Beyond the necessary factors of leadership and creativity, corporate culture presents a basic and inescapable factor involved in enabling processes of sustainability across different corporations. Corporate culture represents an aggregate articulation of the values, beliefs, and norms held in common that govern how employees behave and make decisions within the organization (Robbins, Judge, & Vohra, 2019). An environmentally conscious corporate culture is likely to encourage pro-environmental behaviors among employees and create high motivation toward sustainability goals (Khan & Terason, 2022). On the other end of the spectrum, organizations where weak or diluted environmental values are prevalent may struggle and face substantial barriers to effectively implementing sustainability policies, thus inhibiting their success in achieving sustainability goals.

Corporate sustainability calls for green innovation, where organizations foster sustainable technologies and processes to minimize their effects on the environment. It enables organizations to reduce pollution levels, improve resource-use efficiency, and ensure economic competitiveness (Bensouda, Benali, & Zizi, 2024). Companies' spending on green innovation creates capabilities that are sustainable for a long period of time. Besides, employees' perceptions of the organization's enthusiasm toward environmental responsibility also affect the engagement of sustainability initiatives. Perceived Organizational Support for Green (GPOS) captures employees' perceptions of the organization's worthiness for sustainability and its signs of sustainable behavior with enthusiasm toward them (Özgül & Demir, 2025). Perceiving such support as strong also manifests itself in greater engagement of employees in green behavior and better environmental performance (Rubel, Kee, & Rimi, 2025).

Corporate sustainability research has increased, yet large and relevant evidence gaps persist. While many studies primarily emphasize external drivers such as regulatory pressure and stakeholder activism, few have searched for internal organizational triggers. Moreover, leadership (Boeske, 2023) innovation (Ferlito & Faraci, 2022), and culture (Arise & Muzuva, 2024) are often studied separately. Existing literature on sources of in-role and extra-role green behavior has yet to explore green perceived organizational support as a mediator between organizational drivers and sustainability outcomes, particularly within developing economies and extractive sectors such as palm oil. There is little empirical research in this area of study, which underscores the importance of exploring internal factors that impact sustainability performance. In this research, we propose an integrated model to explain situational leadership style, green innovation, corporate culture, green perceived organizational support, and corporate sustainability, especially in Indonesian palm oil companies.

The study adds to corporate sustainability literature by creating a congruent theory of triple bottom line theory with stakeholder theory and organizational support theory. By introducing green perceived organizational support as a mediating mechanism, this paper enriches the understanding of how such strategies affect sustainability outcomes through employee perceptions and behaviors. Empirical evidence is offered through a case study of the Indonesian palm oil industry, an under-researched field in sustainability management. These findings add to the literature on environmental sustainability practices in emerging economies and sensitive industries. Additionally, it has practical implications for managers and policymakers to better strengthen sustainability in the palm oil industry by applying leadership practices, green innovation capability, corporate culture, and employee perceptions of organizational support. As well, organizational drivers of corporate sustainability identify and promote rare and valuable resources which can reconcile economic growth with environmental protection and social well-being. This study provides insights on the application of sustainability practices in firms operating in environmentally sensitive sectors.

2. LITERATURE REVIEW AND HYPOTHESES

This study explores corporate sustainability based on the Triple Bottom Line (TBL), Stakeholder Theory, and Organizational Support Theory. Adding environmental and social aspects to financial performance constitutes the triple bottom line (TBL) perspective on sustainability (Elkington & Rowlands, 1999). Corporate sustainability embodies economic viability, environmental protection, and social responsibility. In addition, Stakeholder Theory emphasizes that organizations have relationships with various stakeholders, including employees, communities, and

governments (Freeman, Dmytriiev, & Phillips, 2021). This threatens legitimacy and competitive edge; thus, firms need to balance stakeholder expectations. Sustainability outcomes are driven by internal factors such as leadership, innovation, and culture. In addition, Organizational Support Theory provides a behavioral explanation of how employees expect organizations to be committed to sustainability. Employees evaluate the extent to which their organization recognizes their efforts and cares about them (Eisenberger, Rhoades Shanock, & Wen, 2020). For sustainability-related contexts, this becomes green perceived organizational support (GPOS), where employees perceive their organization as supporting environmental initiatives (Özgül & Demir, 2025). Such perceptions promote environmental behavior that creates corporate sustainability.

Corporate sustainability is defined as the ability of a corporation to manage the triple bottom line- people, planet, and profit—in a way that enhances its long-term business interests. From the holistic framework of the triple bottom line, sustainability requires that companies embed economic efficiency, environmental integrity, and social equity into their strategic system as well as operational systems (Elkington & Rowlands, 1999). Consequently, such organizations are guided by the need to create long-term value for multiple stakeholders, in addition to reducing negative environmental impacts and supporting society's progress (Freeman et al., 2021).

Recent academic work suggests that the emergence of corporate sustainability stems not only from external pressures, like regulatory edicts and changing stakeholder expectations, but also from internally developed capabilities within organizations. This would include unwavering support from the leadership, a strong supporting culture in the organization, an inclination to be inventive, and participation of employees in different sustainability projects (Srisathan et al., 2020). Organisations that skilfully nurture and build such key capabilities have a better prospect of adopting sustainability-related practices and ultimately gaining sustainable long-term performance benefits for themselves and society.

Figure 1 presents the conceptual framework underpinning this study. It illustrates the proposed structural relationships among the study variables based on the integration of Triple Bottom Line Theory, Stakeholder Theory, and Organizational Support Theory. The model proposes that situational leadership style, green innovation, and corporate culture positively influence green perceived organizational support (GPOS) and corporate sustainability. In addition, GPOS is proposed to have a direct positive effect on corporate sustainability while mediating the relationships between the three organizational antecedents and corporate sustainability.

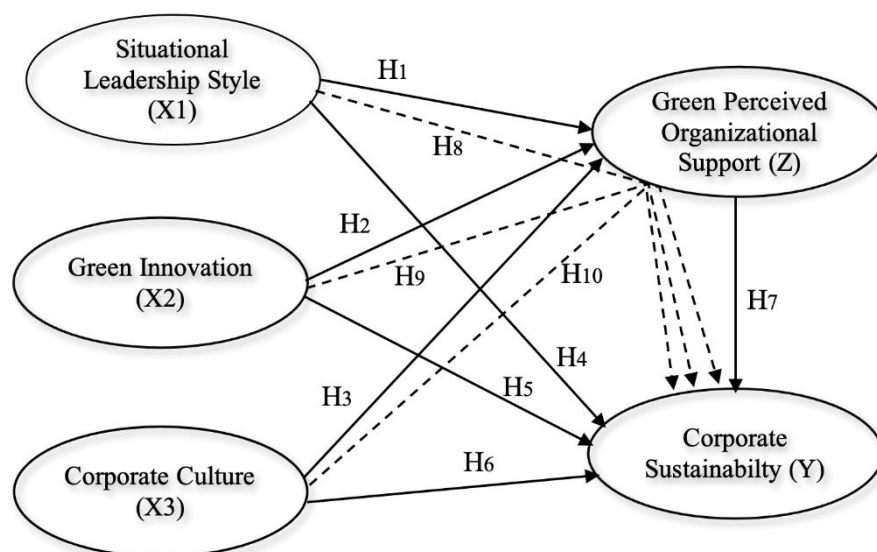


Figure 1. Conceptual Framework.

Green perceived organizational support (GPOS) can be defined as employees' firm beliefs that their organization cares (or fails to care) about environmentally sustainable development and supports them in engaging in

environmental responsibility activities or initiatives (Özgül & Demir, 2025). Employees who are aware of and perceive a strong organizational commitment to sustainability initiatives are more likely to develop positive attitudes towards environmental responsibility and subsequently engage in various types of green behaviors that support ecological well-being (Afsar et al., 2020). Our literature review shows that GPOS is a central psychological mechanism associated with aligning sustainability strategies at the organizational level with employee behaviors aimed at sustainability. Employees who see strong environmental support from their organization are significantly more motivated to engage in sustainability activities and contribute to improving an organization's environmental performance, benefiting the organization (Unsworth, Davis, Russell, & Bretter, 2021).

Also, leaders' behavior was found to be a key factor behind employee perceptions of organizational support. For example, leaders who shape employees' environmental responsibility (e.g., an effect where CEO support leads to higher pro-environmental employee behavior) and take consistent action on sustainability initiatives can help enhance perceptions about how far organizations are perceived to go in supporting a range of environmental initiatives (Aboramadan, Crawford, Turkmenoglu, & Farao, 2022; Hameed et al., 2022).

H₁: Situational leadership style positively influences green perceived organizational support.

Moreover, green innovation initiatives act as a direct indication of the organization's commitment to environmental responsibility. Employees are significantly more likely to view their organization's support for sustainability initiatives as robust when they see that it is actively investing in the research and deployment of green technologies and processes (Gloria, 2025; Zhang, Wu, & Fan, 2022).

H₂: Green innovation positively influences green perceived organizational support.

Additionally, organizational culture plays a key role in influencing employee perceptions of the sustainability commitment. Mutually reinforcing environmental values and sustainability practices embedded in organizational culture can significantly enhance employee perceptions that the organization practices what it preaches regarding its advocacy for environmental initiatives (Rubel et al., 2025; Villar & Guevara, 2025).

H₃: Corporate culture positively influences green perceived organizational support.

Leadership is extremely vital and crucial for carefully defining the backbone of an organization and efficiently leading its workforce towards meeting sustainability goals. We can also interpret situational leadership, where the best leaders are able to change their style according to organizational needs and various levels of employee readiness. Such adaptability allows them to offer the best guidance and complete support needed for their teams to thrive (Del Pino-Marchito et al., 2025). In the scope of sustainability, demonstrating adaptive leadership behaviors is necessary to inspire and encourage employees to practice environmentally friendly practices and take part in important sustainability initiatives for the public good. Various empirical studies in the field have shown that leadership commitment to sustainability has a profound impact on organizations' sustainability performance, as the emphasis placed by leaders can shape organizational priorities and encourage employees to adopt environmentally sustainable behaviors (Boeske, 2023). Leaders who lead by example and champion pro-environmental values are able to create a space where environmentally sustainable ideas can bloom, as well as motivate employees to engage in sustainability-related actions that fit within the company's future goals (Rafiq, Cham, Tapsir, Mansoor, & Farrukh, 2024).

H₄: Situational leadership style positively influences corporate sustainability.

Green innovation involves the complex multifactorial design and intentional implementation of processes, as well as particular technologies or products with defined eco-friendly features. This project is primarily designed to significantly reduce adverse environmental impacts and, at the same time, improve resource-use efficiency in different industries (Mahmood et al., 2025). This work enables organizations to more systematically lower pollution, make energy-consuming practices much less inefficient (energy), and shape production processes that are much cleaner and improve the efficiency of the economy without consuming a large human-resources capital in futile efforts, i.e., within systems oriented towards heated development accelerated by productivity-destructive pursuits. Indeed, numerous extant pieces of literature and investigations have persistently demonstrated that firms with positive green

innovations are significantly more likely to achieve superior environmental performance and favorable sustainability outcomes (Zameer, Wang, Vasbieva, & Abbas, 2021). Composed essentially of integrated policies, measures, and practices for generating green benefits within economic activities, integrating green technology ensures that they hit two targets simultaneously: a marked improvement in environmental performance alongside the preservation (or even bolstering) of economic competition amidst an increasingly environmentally aware consumer base.

H₅: Green innovation positively influences corporate sustainability.

Corporate culture is the shared values, core beliefs, and general practices that strongly shape employee behavior and organizations' decision-making process (Robbins et al., 2019). The kind of culture that values environmental responsibility and sustainability-oriented traits has the power to encourage and bring employees on board with supporting sustainability programs, as well as participating in at-home sustainable habits to protect our planet. Tangible organizational evidence, established from past studies, asserts that organizations with a well-fortified sustainability-focused culture are highly capable of performing and achieving their holistic environmental management (Shahzad, Qu, Zafar, Rehman, & Islam, 2020). Moreover, having an organizational culture that supports and nurtures this integration helps to embed sustainability values into the daily conduct of business for the organization so that these principles are not just theoretical or philosophical concepts, but instead are continuously actioned and lived by everyone in the organization.

H₆: Corporate culture positively influences corporate sustainability.

In the end, green perceived organizational support acts as a mechanism to encourage employees to engage in sustainable pro-environmental behaviour. Such behaviours are thus ultimately drivers of better environmental performance and the attainment of positive corporate sustainability outcomes (Hameed et al., 2022; Kusi, Zhao, & Sukamani, 2021).

H₇: Green perceived organizational support positively influences corporate sustainability.

According to organizational support theory, employees' perceptions regarding how much support their organization provides serve as a significant mediating mechanism through which top-level organizational strategies become observable behaviors. This normative culture of sustainability can be fostered in employees by organizational leadership and its commitment to innovation through sustainable practices; altogether, they collectively establish the aspiration to develop responsibility toward environmental protection as a norm (Özgül & Demir, 2025), which further elevates employees' tendency to perceive the organizational support climate as promoting pro-environmental behaviors (Aboramadan et al., 2022). Positive perceptions can be strong motivators for employees to adopt sustainability practices that not only improve their development as individuals but also drastically increase the corporation's sustainability. The finding that perceived organizational support mediates the relationship between aggregate organizational practices and performance is well established in the empirical research literature (Özgül & Demir, 2025).

H₈: Green perceived organizational support mediates the relationship between situational leadership style and corporate sustainability.

H₉: Green perceived organizational support mediates the relationship between green innovation and corporate sustainability.

H₁₀: Green perceived organizational support mediates the relationship between corporate culture and corporate sustainability.

3. RESEARCH METHOD

3.1. Research Design, Sample, and Sampling Process

Mediating Role of Green Perceived Organizational Support on the Influence of Situational Leadership Style, Green Innovation, and Corporate Culture over Corporate Sustainability: An Empirical Study uses a quantitative research design to focus on causal relationships through statistical techniques. The final research, from July to October 2025, in palm oil plantation companies located in Sumatra and Kalimantan, applied to 398 employees directly involved in the application of sustainability initiatives. The palm oil industry is a key contributor to the Indonesian

economy but is also one of the most serious sources of environmental impact, making it a relevant context in which to study drivers of corporate sustainability. Other respondents were working employees holding titles in operational and managerial roles related to leadership practices consisting of creativity, innovation, and corporate culture.

At that point, purposive sampling was used to select respondents who reportedly knew about affairs and had experience in them. This approach is common in organisational research when certain traits of respondents are desired (Bougie & Sekaran, 2025). Respondents were eligible if they (1) worked in palm oil plantation companies based in Sumatra or Kalimantan, (2) had a minimum of 1 year of work experience, and (3) engaged in activities related to sustainability at operational/management levels. Those who did not meet these eligibility criteria were excluded from the study to ensure data reliability and validity. A structured questionnaire survey was used to collect data, which was distributed face-to-face as well as through online platforms for extended accessibility. Respondents evaluated perceptions of leadership practices, innovation initiatives, organisational culture, support, and sustainability performance.

3.2. Research Instruments

The measures used in the current study were carefully adapted from validated scales found in the literature to ensure both content validity and conceptual harmony across the study framework. The constructs were measured using multiple items representing all the theoretical dimensions of each construct. Corporate Sustainability (CS) was assessed using fifteen indicators adapted from the research conducted by Hourneaux, Gabriel, and Gallardo-Vázquez (2018) that encompasses three key aspects of sustainability: economic performance, environmental stewardship, and social responsibility. The aggregate also includes measures for operational efficiency, environmental protection practices applied by the subject of consideration, and other social responsibility implementations. Further, Green Perceived Organizational Support (GPOS) was measured using fifteen items adapted from Eisenberger et al. (2020) and Paillé, Mejía-Morelos, Marché-Paillé, Chen, and Chen (2016). Sustainability is the extent to which employees perceive that the firm actually cares about environmental sustainability and supports employee involvement in environmental initiatives and programs. In addition, the situational leadership style (SLS) was measured using twelve items taken from past studies on leadership-based and situational leadership theory-based research, as underlined by Thompson and Glasø (2015). This scale measures different leadership behaviors related to directional guidance, support, flexibility in decision-making, and the ability to adapt to employee readiness and needs with a scientific level of thoroughness. Additionally, Green Innovation (GI) was measured with ten items adapted from Wang and Yang (2021) as the extent to which organizations aggressively deploy environmentally sound technologies, processes, and products specifically designed to reduce environmental impact while at the same time increasing resource efficiency. Eventually, Corporate Culture (CC) was measured with nine items based on self-developed indicators derived from Robbins et al. (2019) approach that was internally linked with sustainability-oriented behavior, environmental accountability, and commitment. The five-point Likert scale was employed to measure all constructs within the study, where 1 = strongly disagree and 5 = strongly agree. Likert scales are advantageous in capturing respondents' perceptions and have been widely used for such purposes in organizational behavior research (Hair et al., 2021).

3.3. Data Analysis

Data analysis was carefully performed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. This specific method is widely recommended for the analysis of complex relationships inherent in latent constructs, not least where a research model entails mediation effects and many variables (Hair et al., 2021). In addition, PLS-SEM is considered a very appropriate method for both exploratory and predictive research efforts in the social sciences, especially when theoretical models are being developed or tested for the first time in novel "real-world" contexts (Daoud et al., 2025).

Following the complete procedures outlined by Hair et al. (2021), analysis unfolded in discrete stages. First, the measurement model was thoroughly examined to establish the reliability and validity of constructs. A crucial step was an analysis of indicator reliability; internal consistency reliability was then assessed through Cronbach's alpha and composite reliability values. In addition, the AVE was used to assess convergent validity. Constructs were also examined for discriminant validity using the Fornell–Larcker criterion and the heterotrait–monotrait ratio (HTMT) to verify that they sufficiently and adequately represented distinct constructs.

The model was then evaluated to determine the relationships between the constructs defined in our research model. In this key phase, we tested the path coefficients and calculated the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). A bootstrapping procedure was carefully conducted using numerous subsamples, which allowed for estimating standard errors and constructing confidence intervals around the path coefficients to test the significance of the proposed relationships. Besides evaluating the structural model using various fit criteria, the analysis rigorously examined green perceived organizational support as a mediator between situational leadership style and corporate sustainability through green innovation and corporate culture, using a mediation analysis procedure in accordance with modern SEM guidelines to determine statistically significant indirect effects.

3.4. Respondent Demographics

Demographic properties of the respondents were carefully examined to provide contextual information relevant to the sample. This descriptive analysis involved a detailed exploration of demographic characteristics, including gender, age group, level of education, and work experience. Demographic variables also significantly help to present the organizational context of the respondents, as well as offer further insights by providing unique profile characteristics for employees participating in the study. Out of 398 employees directly involved in the application of sustainability initiatives, the sex composition was highly skewed towards males ($n=306$; 77%). Most of the respondents, 122 people (31% of the whole sample), were in the group between 30 and 40 years old; however, the under-thirty age group had the minimum number of participants, with only 75 persons (20%). The data further suggest that 177 respondents, or 45% of the sample, have bachelor's degrees, and another 107 (27%) have diploma qualifications. On the employment experience front, 122 respondents (31%) indicated that they had been employed in their current roles for a period of between 11 and 20 years, while around 19% of participants had worked in their respective roles for under 5 years.

4. RESULTS AND DISCUSSIONS

Using the PLS-SEM approach, we assessed the measurement model, which examined outer loadings for indicator validity representing the constructs of situational leadership style, green innovation, corporate culture, green perceived organizational support, and a sustainable corporation. Table 1 will explain the results of convergent validity tests, such as outer loadings, Cronbach's alpha, composite reliability, and average variance extracted.

Table 1. Convergent Validity Values.

Variables (Number of indicators)	Loading Range	CA	CR	AVE
Situational leadership style (12)	0.735 – 0.831	0.896	0.950	0.612
Green innovation (10)	0.783 – 0.814	0.866	0.947	0.640
Corporate culture (9)	0.713 – 0.821	0.880	0.938	0.626
Green perceived organizational support (15)	0.749 – 0.822	0.876	0.966	0.655
Corporate sustainability (15)	0.763 – 0.833	0.899	0.966	0.656

According to Table 1, the outer loading on employee readiness for the leader's adaptability in situational leadership was the highest (0.831), which suggests that it is the factor that has the most impact in palm oil plantation companies. Conversely, the lowest loading level (0.735) was assigned to decision-making delegation, indicating less

emphasis. For green innovation, the outer loading on environmentally friendly production processes was high (0.814) and showed that this indicator dominated in the companies studied. On the other hand, the development of environmental products exhibited the lowest loading (0.783), suggesting resource-constrained product-related activities. The highest loading (0.821) for corporate culture was organizational commitment to environmental values, indicating that sustainability is a top priority in corporate culture. Its lowest loading (0.713) was for environmental awareness training, indicating that there is poor implementation of training programs. Environmental contributions being valued by the organization had the highest loading (0.822) for green perceived organizational support, which also suggests that employees' recognition matters. The loading for environmental resource availability was the lowest (0.749), indicating a lack of organizational support. Thinking about corporate sustainability, the highest loading (0.833) was placed on environmental protection practices, meaning these are predominantly emphasized for improving the effect on environmental performance. Less attention seems to have been paid to social sustainability practices, as reflected in the lower loading (0.763) associated with this factor. Confirming measurement validity, items in this study are suggested to have appropriate outer loading values, as higher outer loading values represent stronger correlations with constructs.

After thoroughly examining the outer loadings, a rigorous series of all reliability and validity tests was consecutively conducted to confirm the high consistency as well as accuracy of the measurement model applied in this study. For measurement model assessment, internal consistency reliability was determined by means of Cronbach's alpha and composite reliability (CR), while convergent validity was evaluated using the Average Variance Extracted (AVE).

Because of work done by Hair et al. (2021), values explained by composite reliabilities between 0.70 and 0.90 are indicative of good internal consistency, which is significant in measurement model estimation. The findings from this study adequately confirmed the reliable constructs, as all of them surpassed the threshold for establishing reliability. In addition, the Cronbach's alpha values for all constructs are well above the minimum level of 0.70 and represent an acceptable level of reliability relevant to exploratory research (Nunnally & Bernstein, 1994). Apart from evaluating internal consistency, convergent validity was also assessed through the analysis of AVE values. All constructs have AVE values greater than the threshold of 0.50, indicating that all constructs explain more than half of the variance in their respective indicators. Overall, these interesting results confirm that this measurement model satisfies even the most stringent requirements for convergent validity and manifests a very promising degree of stability and reliability in the context of this research.

Discriminant validity tests whether each construct is different from the others in the model (Hair et al., 2021). This research uses the Heterotrait-Monotrait Ratio (HTMT) technique, which is suitable for identifying discriminant validity problems. When the value of HTMT is less than 0.90, reflective measures are supported as discriminant between constructs. Table 2 (HTMT values of less than 0.90 for all constructs have been shown above) suggests strong discriminant validity between the constructs in the current study, which exceeds the desired criteria.

Table 2. HTMT Values.

Variables	CC	CS	GI	GPOS	SL
Corporate culture (CC)					
Corporate sustainability (CS)	0.854				
Green innovation (GI)	0.846	0.850			
Green perceived organizational support (GPOS)	0.871	0.866	0.846		
Situational leadership (SL)	0.880	0.837	0.828	0.845	

After proving that the constructs of situational leadership style, green innovation, corporate culture, green perceived organizational support, and corporate sustainability are valid and reliable in terms of measurement models, the structural model is assessed next. The R^2 coefficient is a commonly used measure of the predictive ability of the

proposed structural model in PLS-SEM analysis, which expresses, for an endogenous construct, the extent to which its predictor variables explain variance (Hair et al., 2021). According to Hair et al. (2021), this translates to R^2 values of 0.75, 0.50 and 0.25, reflecting strong, moderate or weak explanatory power (Hansen, Martensen, & Christensen, 2005). The structural model results reveal that situational leadership style, corporate culture, and green innovation together explain a notable proportion of the variation in green perceived organizational support. In addition, the findings demonstrate that situational leadership style, green innovation, corporate culture and green perceived organizational support are good determinants of corporate sustainability. Overall, this finding indicates that practices including leadership behaviours, innovation initiatives and organizational values shape employees' perceptions about the degree to which an organization is committed to environmental sustainability. The authors of the study suggest the following: Employees perceive greater organizational support for sustainability when leaders champion environmental sustainability, when organizations invest in environmental innovations, and when corporate culture represents sustainability values.

Table 3 presents the coefficient of determination (R^2) and adjusted R^2 values for the endogenous constructs. These results evaluate the explanatory power of the structural model by indicating the proportion of variance explained in green perceived organizational support and corporate sustainability. As shown in Table 3, the model explains 88.7% of the variance in green perceived organizational support (adjusted $R^2 = 0.881$) and 89.6% of the variance in corporate sustainability (adjusted $R^2 = 0.889$), indicating substantial predictive accuracy according to the PLS-SEM guidelines.

Table 3. Determination Coefficient Value.

Dependent Variables	R^2	R^2 Adjusted
Green perceived organizational support	0.887	0.881
Corporate sustainability	0.896	0.889

The adjusted and hypothesized relationships among the constructs were evaluated through Partial Least Squares Structural Equation Modeling (PLS-SEM). Bootstrapping was used to assess the significance of the paths, with standard errors, t-values, and p-values provided. The relationship based on the value of t is significant if $t > 1.96$ and $p < 0.05$ at the 5% level (Hair et al., 2021). To investigate the impact of situational leadership style, green innovation, and corporate culture on green perceived organizational support (as shown in Table 4), the results confirm hypotheses H1, H2, and H3, since situational leadership style, green innovation, and corporate culture have a significant impact on green perceived organizational support. t-values are all greater than 1.96, $p < 0.05$.

Table 4. Direct Effect.

Hypotheses	Original sample	t-value	p-value	Decision
Situational leadership style => Green perceived organizational support	0.247	4.287	0.000	Be accepted
Green innovation => Green perceived organizational support	0.334	5.770	0.000	Be accepted
Corporate culture=> Green perceived organizational support	0.397	6.009	0.000	Be accepted
Situational leadership style => Corporate sustainability	0.148	3.006	0.003	Be accepted
Green innovation => Corporate sustainability	0.257	5.718	0.000	Be accepted
Corporate culture=> Corporate sustainability	0.129	2.404	0.017	Be accepted
Green perceived organizational support => Corporate sustainability	0.447	8.991	0.000	Be accepted

Green perceived organizational support is positively affected by situational leadership. Charismatic and transformational leaders who adjust their styles to the context of the workplace, as well as the readiness of the

employees, will foster sustainability values in employees, which will increase their perception of organizational support for environmental initiatives. Perceived organizational support is also greatly impacted by green innovation, as companies that implement sustainable practices show employees that they care about sustainability and drive them to put more effort behind these efforts. Culture plays a significant role in perceived support; embedding sustainability in core corporate values enlists employees to work for environmental responsibility.

Moreover, it is also confirmed that situational leadership (H4), green innovation (H5), corporate culture (H6), and green perceived organizational support (H7) have a significant positive effect on corporate sustainability. *t*-values are larger than 1.96, and *p*-values are smaller than 0.05, meaning that the results are highly significant. Organizational factors and employee perceptions drive corporate sustainability in palm oil plantation companies. Sustainability performance is dampened by responsible leadership, investment in green innovation, and a culture of sustainability. Moreover, employees who perceive strong organizational support are motivated to engage in sustainability behaviors, which improve environmental performance and corporate sustainability outcomes.

Table 5. Indirect Effect.

Hypotheses	Original sample	t-value	p-value	Decision
Situational leadership style => Corporate sustainability mediated by Green perceived organizational support	0.110	3.732	0.000	Be accepted
Green innovation => Corporate sustainability mediated by Green perceived organizational support	0.149	4.634	0.000	Be accepted
Corporate culture=> Corporate sustainability mediated by Green perceived organizational support	0.117	5.390	0.000	Be accepted

This analysis in Table 5 indicates that H8, H9, and H10 all have significant indirect effects, confirming all three relationships. Green perceived organizational support mediates the relationship between the drivers of the organization and corporate sustainability outcomes. Based on the bootstrapping analysis, *t*-values above 1.96 and *p*-values below 0.05 are regarded as significant indirect relationships (Hair et al., 2021). In particular, the situational leadership style has a positive effect on corporate sustainability through green perceived organizational support, employee perceptions of organizational environmental responsibility, and sustainability-oriented behavior. Moreover, the impact of green innovation on corporate sustainability is also indirectly significant through green perceived organizational support. By adopting excellent eco-friendly practices within their organizations, they can indicate a commitment to sustainability, improve how the investing general public sees them, and improve employee performance. Furthermore, corporate sustainability is also impacted by green perceived organizational support, which significantly depends on corporate culture. An environment focused on sustainability encourages employee involvement in green initiatives.

Table 6 presents the comparison between the direct and indirect effects to determine the mediating role of green perceived organizational support (GPOS) in the relationships between situational leadership style, green innovation, corporate culture, and corporate sustainability. The comparison enables the identification of whether the mediation is full or partial based on the significance of both direct and indirect effects.

Table 6. Comparison of Indirect Effect and Direct Effect.

Hypotheses	Direct effect	Indirect effect	Role as Mediation
Situational leadership style => Corporate sustainability	0.148/3.006	0.110/3.732	Full mediation
Green innovation => Corporate sustainability	0.257/5.718	0.149/4.634	Partial mediation
Corporate culture=> Corporate sustainability	0.129/2.404	0.117/5.390	Full mediation

The overall mediation analysis provides strong evidence that the concept of Green Perceived Organizational Support plays a key role in upscaling and strengthening corporate sustainability efforts. The results come straight to the point that Situational Leadership style and Corporate Culture impact corporate sustainability directly, while corporate culture also operates through a full mediating mechanism. In contrast, Green Innovation shows a significant but partial mediation effect. The empirical statistics presented show that both paths are statistically significant, with t-values greater than 1.96 and p-values lower than 0.05 (the limits). This dramatic effect provides strong evidence that employee perceptions of the environmental support available from an organization are a fundamental linchpin in determining whether the dimensions of leadership, innovation, and culture deliver enhanced organizational performance.

Our study provides evidence that within palm oil plantation companies, internal capabilities are far more dominant than external regulatory pressure in shaping corporate sustainability. Perceived organizational support serves as a mediating variable between leadership style, green innovation, and corporate culture and sustainability (Eisenberger et al., 2020; Gloria, 2025; Özgül & Demir, 2025). Consistent with the Triple Bottom Line perspective and stakeholder theory, the results indicate that situational leadership style, green innovation, and corporate culture significantly influence corporate sustainability both directly and indirectly through green perceived organizational support (Eisenberger et al., 2020; Gloria, 2025; Özgül & Demir, 2025). Sustainability strategy largely hinges on internal mechanisms. Situational leadership is important because it helps leaders be flexible depending on the state of the organization and the employees' readiness for sustainability. Once sustainability goals are effectively communicated and reinforced, employees change their behavior to be in line with these strategies.

As well, the main driver of sustainability is green innovation. Organizations that invest in environmentally friendly technology and waste reduction achieve better environmental performance and a competitive edge. Sustainability combined with innovation will result in operational efficiency (Asadi et al., 2020). In addition, sustainability is built into a corporate culture by making environmental management part of accepted behaviour patterns and encouraging employees to act responsibly. This illustrates that sustainability practices are based on collective values rather than mere policies (Roscoe, Subramanian, Jabbour, & Chong, 2019). Green felt organizational support mediates the relationship between organizational drivers and sustainability results. Those employees who understand that their organization appreciates them for their effort engage more in sustainability behaviours; thus, it also confirms the role of organizational support in achieving sustainability.

These findings stress the relevance of internal capabilities for successful sustainability practices, even under regulatory pressure. Strengthening these internal mechanisms is key for long-term sustainability in the palm oil industry. Broadly speaking, corporate sustainability emerges from the integration of capabilities in leadership, innovation, culture, and employee perceptions. It has implications for managers and policymakers operating in sensitive ecological industries.

5. CONCLUSION

This industry-efficient research investigates introductory leadership style, green advancement, and corporate culture as key factors contributing to the vital capability of key stakeholders in making business sustainability. The findings from this research illustrate that situational leadership, along with green innovation and adaptive organizational culture, positively and significantly influences corporate sustainability. Additionally, significant findings from the results indicate that green perceived organizational support serves as a critical mediator in strengthening the association of these fundamental organizational drivers with sustainability outcomes. These significant results highlight the idea that sustainability performance among palm oil plantation companies is heavily moderated by internal organizational capabilities and employees' perceptions of their company's commitment to environmental responsibility.

This study contributes theoretically to the literature on corporate sustainability as it incorporates rich theoretical foundations derived from triple bottom line theory, stakeholder theory, and organizational support theory. These three constructs—leadership practices, innovation capabilities, and sustainability-oriented corporate culture—collectively exert a significant impact on sustainability performance through the perspective of employees' perceptions about organizational environmental support. Therefore, this study highlights the need for sustainability strategies to focus not only on structural initiatives but also on behavioral mechanisms that influence and increase employees' engagement in sustainability behaviors.

Implications of the Paper: From a managerial standpoint, the findings indicate that organizations looking to strengthen their sustainability performance should pursue a strong commitment via leadership in environmental responsibility at all levels, judicious investment in green innovation initiatives, and inclusion of sustainability as part of the corporate culture. By reinforcing strategic business practices in which purpose and impact are embedded in the very fiber of the corporate culture, these initiatives substantially improve employees' perceptions that their organizations care about environmental sustainability, galvanizing participation in those programs and increasing the overall corporate sustainability outcomes.

Despite its significant contributions, this study is not without limitations. This research mainly centers on palm oil plantation companies in Indonesia, thereby potentially limiting the generalizability of its findings to different sectors or geographical contexts. Further investigation can expand the scope of this study by examining environmental practices in other industries or nations to have a more holistic understanding. Furthermore, longitudinal studies could provide better insight into evolving interactions between leadership, innovation, organizational culture, and sustainability performance over time.

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Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

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