

Navigating Sustainability: How ESG Commitments Create Meaning of Work and Performance in the Maritime Industry

Shella Sherra Sundari*, Liliana Dewi

Business Management Program, Universitas Ciputra, Indonesia

*Email Korespondensi: shellasherra21@gmail.com

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Abstract: The maritime industry plays a strategic role in supporting economic sustainability, making the implementation of Environmental, Social, and Governance (ESG) practices increasingly relevant. This study examines the effect of ESG practices on employee performance through organizational engagement in the maritime industry. ESG practices are represented by Perceived Environmental Practices (PEP), Perceived Social Practices (PSP), and Perceived Governance Practices (PGP), while employee performance is reflected in Intention to Stay (INS) and Organizational Citizenship Behavior (OCB). Using a quantitative approach, data were collected from 119 employees through purposive sampling and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results show that PEP and PSP have positive and significant effects on Organizational Engagement (OE), whereas PGP has no significant effect. ESG practices do not directly influence INS, while only PSP has a significant direct effect on OCB. The mediation analysis reveals that OE fully mediates the effects of PEP and PSP on INS. OE also fully mediates the effect of PEP on OCB and partially mediates the effect of PSP on OCB, while PGP shows no mediation effect. These findings emphasize the importance of organizational engagement in translating environmental and social ESG practices into improved employee retention and extra-role behavior.

Keywords: ESG Practices, Employee Performance, Intention to Stay, Organizational Engagement, Organizational Citizenship Behavior

Abstrak: Industri maritim memiliki peran strategis dalam mendukung keberlanjutan ekonomi, sehingga penerapan praktik Environmental, Social, and Governance (ESG) menjadi semakin relevan. Penelitian ini bertujuan untuk menguji pengaruh praktik ESG terhadap kinerja karyawan melalui keterikatan organisasi pada industri maritim. Praktik ESG direpresentasikan oleh Perceived Environmental Practices (PEP), Perceived Social Practices (PSP), dan Perceived Governance Practices (PGP), sedangkan kinerja karyawan tercermin melalui Intention to Stay (INS) dan Organizational Citizenship Behavior (OCB). Penelitian ini menggunakan pendekatan kuantitatif dengan data yang dikumpulkan dari 119 karyawan melalui teknik purposive sampling. Data dianalisis menggunakan Structural Equation Modeling–Partial Least Squares (SEM-PLS). Hasil penelitian menunjukkan bahwa PEP dan PSP berpengaruh positif dan signifikan terhadap Organizational Engagement (OE), sedangkan PGP tidak berpengaruh signifikan. Praktik ESG tidak berpengaruh langsung terhadap INS, sementara hanya PSP yang berpengaruh langsung dan signifikan terhadap OCB. Hasil analisis mediasi menunjukkan bahwa OE memediasi secara penuh pengaruh PEP dan PSP terhadap INS. Selain itu, OE memediasi secara penuh pengaruh PEP terhadap OCB dan memediasi secara parsial pengaruh PSP terhadap OCB, sedangkan PGP tidak menunjukkan efek mediasi. Temuan ini menegaskan pentingnya keterikatan organisasi dalam menerjemahkan praktik ESG lingkungan dan sosial menjadi peningkatan retensi serta perilaku ekstra-peran karyawan.

Kata Kunci: Kinerja Karyawan, Intention to Stay, Organizational Engagement, Organizational Citizenship Behavior, Praktik ESG

INTRODUCTION

Environmental, Social, and Governance (ESG) has evolved from a non-financial reporting approach into a strategic framework for creating long-term value and promoting organizational sustainability. Corporate success is no longer assessed solely on the basis of profitability, but also on an organization's ability to manage environmental risks, fulfill its social responsibilities, and maintain accountable governance. ESG activities have been associated with innovation, reputation, legitimacy, risk management, and financial performance, although their effects may vary across ESG dimensions and industrial contexts (Xie et al., 2019; Yassin & Beckmann, 2025). In Indonesia, sustainability implementation has been strengthened through Financial Services Authority Regulation No. 51/POJK.03/2017 and Financial Services Authority Circular Letter No. 16/SEOJK.04/2021, which encourage companies to integrate economic, environmental, and social considerations into their business activities and disclose them more transparently.

The importance of ESG is particularly pronounced in the maritime and port industries because their operations are directly associated with energy consumption, emissions from vessels and cargo-handling equipment, water and wastewater management, hazardous waste, occupational safety, and the socioeconomic consequences experienced by surrounding communities. As critical nodes in national and international supply chains, ports may generate substantial economic consequences when they experience operational disruptions or weak governance. Port companies must therefore balance service efficiency with environmental protection, employee well-being, inclusive stakeholder relationships, regulatory compliance, and effective risk control.

PT Pelabuhan Indonesia (Persero), hereafter referred to as Pelindo, provides an important setting in which to examine these relationships. Following its integration in 2021, Pelindo has consistently published sustainability reports and pursued an agenda aimed at developing sustainable ports and becoming a world-class port operator. The company's ESG commitments are reflected in initiatives related to energy efficiency, emissions control, water and waste management, occupational safety, competency development, community engagement, and the strengthening of governance and risk management (PT Pelabuhan Indonesia [Persero], 2021, 2024). Nevertheless, the existence of ESG policies and sustainability reports does not necessarily mean that these practices are fully understood, trusted, or experienced by employees. This issue is particularly important because employees translate ESG commitments into daily operational practices. ESG initiatives perceived as authentic may foster pride and organizational attachment, whereas initiatives viewed as merely symbolic may generate skepticism and weaken employee support for organizational transformation.

The ESG literature remains dominated by firm-level studies linking ESG scores or disclosures to profitability, firm value, the cost of capital, financial stability, and market performance. Although valuable, this approach does not fully explain how ESG operates through individuals within organizations. Aguinis & Glavas (2012) and Gond et al. (2017) emphasized the need for a micro-level or person-centric approach to understanding the psychological processes through which corporate responsibility influences employee attitudes and behavior. Yassin & Beckmann's (2025) review similarly demonstrated that employee-related outcomes have received comparatively limited attention and that the effects of different dimensions of corporate responsibility may vary. This gap is important because organizational sustainability depends heavily on employees' willingness to maintain their employment relationships, support organizational change, and contribute beyond their formally prescribed responsibilities.

Accordingly, this study focuses on perceived environmental practices (PEP), perceived social practices (PSP), and perceived governance practices (PGP). A perception-based approach is adopted because employee responses are shaped not merely by the existence of formal policies, but by employees' assessments of the consistency, fairness, benefits, and credibility of their implementation. This approach also enables the distinct roles of the environmental, social, and governance dimensions to be examined rather than treating ESG as a single, homogeneous construct. Individual perceptions are more proximal to employee behavior than aggregate ESG scores because they reflect how organizational practices are actually interpreted and experienced by employees.

Social Exchange Theory (SET) serves as the principal theoretical foundation of this study. Rooted in the work of Homans (1961), SET proposes that social relationships develop through the exchange of valued resources and the norm of reciprocity. Within organizations, treatment perceived as favorable encourages employees to reciprocate through attitudes and behaviors that benefit the organization. ESG practices may signal organizational concern, support, fairness, and integrity. Socially responsible practices, transparent governance, and environmental responsibility may strengthen employees' belief that the organization is trustworthy and worthy of their commitment. In return, employees may demonstrate stronger organizational engagement, a greater willingness to remain with the organization, and more voluntary contributions.

This reciprocal process is expected to operate through organizational engagement. Drawing on SET, Saks (2006) described organizational engagement as the cognitive, emotional, and behavioral presence of individuals in their roles as organizational members. When employees perceive that ESG commitments are implemented substantively, they may develop greater pride, meaningfulness, trust, and identification with the organization. Slack et al. (2015) showed that employee involvement in corporate social responsibility can be understood as a social exchange process, while Duthler and Dhanesh (2018) found that corporate social responsibility and its internal communication are associated with employee engagement. Organizational engagement is therefore positioned both as an outcome of perceived ESG practices and as a psychological mechanism through which those practices influence employee behavior.

One behavioral outcome examined in this study is Organizational Citizenship Behavior (OCB), which refers to voluntary behavior that extends beyond formal job requirements and contributes to organizational effectiveness (Organ, 1988; Podsakoff et al., 2000). In port operations, OCB is particularly important because safety, service quality, and logistical continuity require coordination and initiative that may extend beyond employees' formal job descriptions. From a SET perspective, OCB can be understood as a reciprocal response to favorable organizational treatment. Farid et al. (2019) identified positive relationships among perceived corporate social responsibility, work engagement, and OCB, while Rahman and Karim (2022) confirmed the role of engagement as a mechanism linking organizational factors to OCB. In the ESG context, Choi et al. (2024) demonstrated that employees' awareness of ESG activities strengthens organizational commitment and service-oriented OCB, whereas Wong et al. (2025) found that certain ESG practices enhance organizational engagement, which subsequently promotes OCB.

The second employee outcome is intention to stay, which refers to an employee's willingness to maintain membership in the organization. Intention to stay is particularly important for Pelindo because organizational transformation, digitalization, occupational safety, and the sustainable port agenda require accumulated experience, continuity, and long-term employee involvement. Authentic ESG practices may strengthen internal reputation, organizational pride, value

congruence, and confidence in the company's long-term orientation. Kim et al. (2024) found that perceived ESG practices enhance organization-based self-esteem and commitment, which subsequently strengthen employees' intention to stay. Lu et al. (2023) also showed that employee-oriented social responsibility can reduce employees' intention to leave. From a SET perspective, organizational engagement bridges this relationship because employees who are cognitively and emotionally connected to the organization are more likely to maintain their employment relationship.

However, the effects of individual ESG dimensions on employees remain inconsistent. Wong et al. (2025) found that the social and governance dimensions were positively associated with organizational engagement, whereas the environmental dimension had no significant effect. A similar pattern was reported by Lulewicz-Sas et al. (2025), who found that social and governance practices exerted stronger effects on Generation Z employee engagement than environmental practices. These findings require further examination in the Pelindo context because emissions, energy consumption, waste, water management, and occupational safety are integral to port operations. Moreover, previous studies have frequently relied on national cultural perspectives, even though individual values and perceptions may differ considerably. An individual-level approach is therefore necessary to explain how Pelindo employees actually experience ESG practices within their exchange relationship with the organization.

Based on the preceding discussion, this study addresses four research gaps. First, ESG research has focused predominantly on firm-level outcomes rather than employee outcomes such as Organizational Citizenship Behavior (OCB) and intention to stay. Second, the psychological mechanism through which ESG influences employee behavior remains insufficiently explained. Third, the effects of Perceived Environmental Practices (PEP), Perceived Social Practices (PSP), and Perceived Governance Practices (PGP) have produced inconsistent findings. Fourth, empirical evidence from the Indonesian maritime and port industries remains limited.

The novelty of this study lies in combining three elements that have rarely been examined simultaneously. Unlike prior employee-level ESG studies conducted in tourism, insurance, and Generation Z settings (Choi et al., 2024; Kim et al., 2024; Lulewicz-Sas et al., 2025), this study disaggregates employee-perceived ESG into environmental, social, and governance dimensions; tests organizational engagement as a dimension-specific mediating mechanism for both retention-related and extra-role outcomes; and examines these relationships in an integrated Indonesian state-owned port organization. The maritime setting is theoretically relevant because environmental externalities, occupational safety, stakeholder relationships, and governance requirements are embedded in daily port operations, allowing the study to explain why the same ESG dimension may generate different employee responses across industrial contexts.

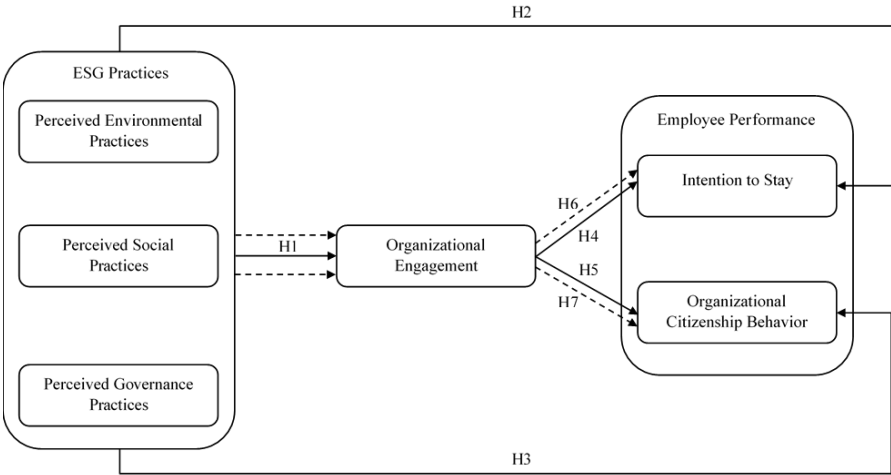
Theoretically, this study extends Social Exchange Theory (SET) from a general CSR-reciprocity explanation to a differentiated ESG exchange model. It proposes that ESG is not a uniform organizational stimulus: environmental and social practices may be experienced as valued organizational resources that generate engagement, whereas governance practices may remain too formal or distal to trigger reciprocal attitudes and behaviors unless they are translated into employees' everyday work experiences. This study therefore examines the effects of PEP, PSP, and PGP on organizational engagement, intention to stay, and OCB among Pelindo employees, as well as the mediating role of organizational engagement. The findings are expected to clarify the boundary conditions of SET in micro-level ESG research and provide practical guidance for

maritime organizations seeking to convert ESG commitments into employee attachment, retention, and voluntary contribution.

METHOD

This study employs a quantitative survey approach using questionnaires distributed online through Google Forms. The population consists of employees of PT Pelabuhan Indonesia (Pelindo), with purposive sampling applied to employees who have worked for at least one year, as they are considered to have sufficient understanding of organizational practices (Sekaran & Bougie, 2017). Based on SEM guidelines recommending five to ten times the number of indicators (Hair et al., 2021), the study obtained 119 respondents. The exogenous variable is Perceived ESG Practices, measured through three dimensions: environmental, social, and governance practices adapted from Kim *et al.* (2024). The endogenous variable is employee performance, proxied by Intention to Stay and Organizational Citizenship Behavior (OCB) (Kim et al., 2024; Wong et al., 2025). Organizational Engagement, measured using indicators from Lee *et al.* (2014), serves as the mediating variable. All variables were measured using a Likert scale, and data were analyzed using PLS-SEM. This method is suitable for complex predictive models and does not require strict normality assumptions (Hair et al., 2019; Sarstedt et al., 2020). The analysis included measurement model evaluation, structural model evaluation, and hypothesis testing through bootstrapping (Hair et al., 2019).

Figure 1
Research Model



Source: Authors' elaboration (2026)

RESULT AND DISCUSSIONS

RESULT

Respondent Characteristics

The unit of analysis in this study consists of employees of PT Pelabuhan Indonesia (Pelindo) who met the respondent criteria. Data were collected through an online questionnaire using Google Forms from February to March 2026, involving 119 respondents. The distribution of respondents' characteristics is presented as follows.

Table 1. Distribution of Respondents' Characteristics

Respondent characteristics		N	Percentage
Gender	Female	43	36%
	Male	76	64%
Length of Service	1–3 years	1	1%
	4–6 years	9	8%
	7–10 years	17	14%
	> 10 years	92	77%
Age	25–35 years	30	25%
	36–45 years	63	53%
	46–55 years	25	21%
	> 55 years	1	1%
Education Level	Diploma	13	11%
	Bachelor's Degree	70	59%
	Master's Degree	33	28%
	Doctoral Degree	3	3%

Sources: Processed by Authors, 2026

Based on Table 1, most respondents are male (64%), reflecting the male-dominated nature of the maritime and port industry. The majority have worked for more than 10 years (77%), indicating substantial experience and understanding of organizational practices, including ESG implementation. Most respondents are aged 36–45 years (53%), representing a productive and stable workforce, while the majority hold a Bachelor's degree (59%), indicating adequate capacity to understand ESG and sustainability concepts. Overall, the respondents are considered capable of evaluating ESG practices within PT Pelabuhan Indonesia (Pelindo).

Outer Model Evaluation

The evaluation of the outer model was conducted to assess the quality of the measurement model through convergent validity, discriminant validity, and reliability. Convergent validity evaluates the extent to which indicators adequately reflect the underlying latent construct, discriminant validity assesses the distinctiveness of a construct relative to other constructs, while reliability examines the internal consistency of the indicators. This stage aims to ensure the adequacy and accuracy of the measurement model (Sarstedt et al., 2021).

Validity Test

The evaluation of the outer model in this study also includes the assessment of construct validity, which comprises convergent validity and discriminant validity. Convergent validity is employed to examine the extent to which the indicators adequately represent the underlying latent construct. This assessment is conducted by examining the outer loading values, where indicators are considered valid if they exceed 0.70, and the Average Variance Extracted (AVE) is greater than 0.50 (Hair et al., 2019). Based on these criteria, the results of the convergent validity assessment in this study are presented as follows.

Table 2. Convergent Validity Results

Indicator	Loading Factor	AVE	Result
<i>Perceived Environmental Practices</i>		0,654	Valid
PEP1	0,829		
PEP2	0,804		
PEP3	0,838		
PEP4	0,763		
<i>Perceived Social Practices</i>		0,662	Valid
PSP1	0,748		
PSP2	0,831		
PSP3	0,857		
<i>Perceived Governance Practices</i>		0,773	Valid
PGP1	0,889		
PGP2	0,896		
PGP3	0,878		
PGP4	0,853		
<i>Organizational Engagement</i>		0,756	Valid
OE1	0,768		
OE2	0,936		
OE3	0,884		
OE4	0,881		
<i>Intention to Stay</i>		0,762	Valid
INS1	0,820		
INS2	0,835		
INS3	0,912		
INS4	0,921		
<i>Organizational Citizenship Behavior</i>		0,619	Valid
OCB1	0,799		
OCB2	0,725		
OCB3	0,830		
OCB4	0,788		

Sources: Processed by Authors, 2026

The results of the convergent validity assessment indicate that all indicators have outer loadings above 0.70, demonstrating strong ability to reflect their respective latent constructs. In addition, all constructs exhibit Average Variance Extracted (AVE) values exceeding 0.50, indicating that more than 50% of the variance in the indicators is explained. Therefore, all constructs meet the criteria for convergent validity, confirming the adequacy of the measurement instrument.

Furthermore, discriminant validity was assessed to ensure the distinctiveness of each construct within the model. This was evaluated using the Fornell–Larcker criterion by comparing the square root of AVE with inter-construct correlations. A construct is considered to have adequate discriminant validity when the square root of AVE exceeds its correlations with other constructs (Sarstedt et al., 2022). Based on these criteria, the results of the discriminant validity assessment are presented as follows.

Table 3. Fornell–Larcker criterion

	INS	OCB	OE	PEP	PGP	PSP
INS	0,873					
OCB	0,633	0,787				
OE	0,802	0,703	0,869			
PEP	0,539	0,517	0,638	0,809		
PGP	0,529	0,565	0,609	0,609	0,879	
PSP	0,585	0,674	0,670	0,603	0,757	0,813

Sources: Processed by Authors, 2026

Based on the results of the discriminant validity assessment presented in Table 3 using the Fornell–Larcker criterion, all constructs meet the established criteria. This is evidenced by the square root of the Average Variance Extracted (AVE) for each construct exceeding its correlations with other constructs. These findings indicate that each construct demonstrates adequate distinctiveness and can be clearly differentiated from others. Therefore, all constructs are considered to have satisfactory discriminant validity.

Reliability Test

The evaluation of the outer model also includes an assessment of construct reliability to ensure the internal consistency of indicators in reflecting the latent variables. Reliability testing was conducted using Cronbach’s Alpha and Composite Reliability. A construct is considered reliable if it has a Cronbach’s Alpha value greater than 0.60 and a Composite Reliability value greater than 0.70 (Hair et al., 2019). The results of the reliability assessment are presented in the following section.

Table 4. Construct Reliability Results

Variable	Cronbach's Alpha	Composite Reliability	Result
Perceived Environmental Practices	0,823	0,883	Reliable
Perceived Social Practices	0,744	0,854	Reliable
Perceived Governance Practices	0,902	0,932	Reliable
Organizational Engagement	0,890	0,925	Reliable
Intention To Stay	0,895	0,927	Reliable
Organizational Citizenship Behavior	0,795	0,866	Reliable

Sources: Processed by Authors, 2026

Based on the reliability test results presented in Table 4, all constructs in this study meet the established criteria for both Cronbach’s Alpha and Composite Reliability. Each variable exhibits a Cronbach’s Alpha value greater than 0.60 and a Composite Reliability value exceeding 0.70, indicating that all constructs are reliable. These findings demonstrate that the indicators possess strong internal consistency in reflecting the measured latent constructs. Overall, based on the outer model evaluation encompassing both validity and reliability assessments, the measurement model can be considered adequate. All indicators exhibit satisfactory convergent validity and strong reliability in measuring the latent constructs under investigation. Therefore, the research instrument is deemed appropriate for measuring the variables in this study.

Inner Model Evaluation

The inner model evaluation in this study aims to assess the structural model's ability to explain the variance of endogenous variables. This is measured using the coefficient of determination (R^2), which indicates the extent to which exogenous variables explain the variation in endogenous variables. According to Hair *et al.* (2019), R^2 values of 0.25, 0.50, and 0.70 are categorized as weak, moderate, and substantial, respectively. Based on these criteria, the R^2 results of this study are presented as follows.

Table 5. Coefficient of Determination (R^2) Results

Variable	R-Square	R-Square Adjusted	Result
Organizational Engagement	0,540	0,528	Moderate
Intention To Stay	0,648	0,635	Moderate
Organizational Citizenship Behavior	0,569	0,554	Moderate

Sources: Processed by Authors, 2026

Based on the results of the coefficient of determination (R^2), the Organizational Engagement variable has an R^2 value of 0.540 and an adjusted R^2 of 0.528. This indicates that 54.0% of the variance in Organizational Engagement is explained by Perceived Environmental Practices (PEP), Perceived Social Practices (PSP), and Perceived Governance Practices (PGP), while the remaining 46.0% is influenced by variables outside the research model. Referring to the criteria of Joseph F. Hair Jr. *et al.* (2019), this value is categorized as moderate. Meanwhile, the Intention to Stay variable shows an R^2 value of 0.648 and an adjusted R^2 of 0.635. These results suggest that 64.8% of the variance in Intention to Stay is explained by the variables in the model, namely PEP, PSP, PGP, and Organizational Engagement, whereas the remaining 35.2% is attributed to factors beyond the model. This value is also considered moderate. For Organizational Citizenship Behavior (OCB), the R^2 value of 0.569 and adjusted R^2 of 0.554 indicate that 56.9% of the variance in OCB is explained by the variables included in the model, while 43.1% is influenced by other variables not examined in this study. Based on the applied criteria, this value is likewise categorized as moderate. Overall, these findings suggest that the research model demonstrates a moderate explanatory power in accounting for the endogenous variables.

Hypothesis Testing

Hypothesis testing in this study was conducted to examine the causal relationships among variables in the structural model, particularly regarding intention to stay and organizational citizenship behavior (OCB). This study also analyzed the mediating role of organizational engagement in indirect relationships. Hypotheses were accepted when the t-statistic exceeded 1.96 and the p-value was below 0.05. The results are presented in the following section.

Table 6. Hypothesis Testing Results

Hypothesis	β	T-Statistic	P-Value	Result
PEP $\rightarrow$ OE	0,340	3,180	0,001	Significant
PSP $\rightarrow$ OE	0,375	3,815	0,000	Significant
PGP $\rightarrow$ OE	0,118	1,160	0,246	Not Significant
PEP $\rightarrow$ INS	0,018	0,241	0,810	Not Significant
PSP $\rightarrow$ INS	0,070	0,676	0,499	Not Significant
PGP $\rightarrow$ INS	0,019	0,223	0,824	Not Significant
OE $\rightarrow$ INS	0,732	10,959	0,000	Significant
PEP $\rightarrow$ OCB	0,003	0,030	0,976	Not Significant
PSP $\rightarrow$ OCB	0,355	3,177	0,001	Significant
PGP $\rightarrow$ OCB	0,020	0,162	0,871	Not Significant
OE $\rightarrow$ OCB	0,451	5,015	0,000	Significant
PEP $\rightarrow$ OE $\rightarrow$ INS	0,249	3,172	0,002	Significant (Full Mediation)
PSP $\rightarrow$ OE $\rightarrow$ INS	0,274	3,521	0,000	Significant (Full Mediation)
PGP $\rightarrow$ OE $\rightarrow$ INS	0,086	1,148	0,251	Not Significant (No Mediation)
PEP $\rightarrow$ OE $\rightarrow$ OCB	0,154	2,507	0,012	Significant (Full Mediation)
PSP $\rightarrow$ OE $\rightarrow$ OCB	0,169	3,223	0,001	Significant (Partial Mediation)
PGP $\rightarrow$ OE $\rightarrow$ OCB	0,053	1,115	0,265	Not Significant (No Mediation)

Sources: Processed by Authors, 2026

The hypothesis testing results indicate that Perceived Environmental Practices (PEP) and Perceived Social Practices (PSP) have a positive and significant effect on organizational engagement (p-value < 0.05), thus supporting the proposed hypotheses. In contrast, Perceived Governance Practices (PGP) do not exhibit a significant effect on organizational engagement (p-value > 0.05), leading to the rejection of the corresponding hypothesis. Further analysis reveals that ESG practices do not have a significant direct effect on intention to stay (p-value > 0.05), indicating that the related hypotheses are not supported. However, PSP demonstrates a positive and significant direct effect on organizational citizenship behavior (OCB) (p-value < 0.05), thereby supporting the hypothesis. Regarding mediation effects, organizational engagement fully mediates the relationship between PEP and intention to stay, as well as between PSP and intention to stay (p-value < 0.05), indicating significant indirect effects in the absence of significant direct effects. Additionally, organizational engagement fully mediates the relationship between PEP and OCB and partially mediates the relationship between PSP and OCB (p-value < 0.05). Meanwhile, no mediating effect is found in relationships involving PGP (p-value > 0.05).

DISCUSSION

The Effect of Perceived ESG Practices on Organizational Engagement

The results show that Perceived Environmental Practices (PEP) have a positive and significant effect on organizational engagement. This pattern differs from Wong et al. (2025), who found no significant environmental effect on organizational engagement, and from Lulewicz-Sas et al. (2025), who reported that social and governance practices exerted stronger effects on Generation Z employee engagement than environmental practices. The contrasting result may reflect the operational salience of environmental issues in the maritime and port context. Energy use, emissions, waste, water management, and environmental compliance are visible components of

daily port operations; consequently, employees may interpret credible environmental initiatives as evidence that the organization acts consistently with its sustainability commitments. Such value congruence can strengthen pride, meaningful participation, and organizational attachment (Hameduddin, 2021; Mendes et al., 2022). The finding therefore suggests that the effect of environmental practices on engagement is context-dependent rather than universally weak.

Perceived Social Practices (PSP) also have a positive and significant effect on organizational engagement. This result is consistent with Wong et al. (2025) and supports the CSR-engagement mechanism described by Duthler and Dhanesh (2018) and Slack et al. (2015). Social practices are directly experienced through fairness, employee development, occupational well-being, inclusion, and organizational support. When employees perceive these practices as authentic, they receive both instrumental resources and socioemotional recognition, which encourages reciprocal attachment to the organization. Trust and psychological safety further strengthen employees' willingness to invest cognitive, emotional, and behavioral energy in organizational membership (Manimegalai & Baral, 2024; Vakira et al., 2026). Compared with environmental and governance initiatives, the social dimension is more proximal to employees' daily work experience, which helps explain its robust relationship with organizational engagement.

In contrast, Perceived Governance Practices (PGP) do not significantly affect organizational engagement. This finding differs from Wong et al. (2025) and Lulewicz-Sas et al. (2025), who identified positive governance-related effects on engagement. The difference indicates that governance mechanisms do not automatically function as valued exchange resources at the employee level. Transparency, compliance, accountability, and risk control may be viewed as formal organizational requirements rather than personally experienced support, particularly when they are communicated in a top-down manner or remain distant from routine work. Leadership style and organizational climate may therefore determine whether governance is translated into participation, procedural fairness, and two-way communication (Koeswayo et al., 2024; Landa & Greenberg, 2024). From an SET perspective, governance practices are likely to stimulate engagement only when employees can directly experience their fairness, ethical consistency, and relevance to their work.

The Effect of Perceived ESG Practices on Intention to Stay

PEP, PSP, and PGP do not have significant direct effects on employees' intention to stay. This result contrasts with Kim et al. (2024), who found that perceived ESG practices enhance organization-based self-esteem and commitment that subsequently strengthen intention to stay, and with Lu et al. (2023), who showed that employee-oriented social responsibility reduces intention to leave. However, the present findings should not be interpreted as evidence that ESG is irrelevant to retention. The significant indirect effects of PEP and PSP through organizational engagement show that these practices influence intention to stay only after employees develop a stronger psychological connection with the organization. In the Pelindo sample, where 77% of respondents have worked for more than ten years, retention decisions may also be anchored in salary, job security, career continuity, and accumulated organizational experience. ESG therefore appears to operate as a complementary relational resource rather than an immediate retention incentive. This pattern refines SET by showing that reciprocity may unfold sequentially: favorable ESG perceptions first build engagement, and engagement then increases the willingness to maintain the employment relationship.

The Effect of Perceived ESG Practices on Organizational Citizenship Behavior (OCB)

PEP do not have a significant direct effect on Organizational Citizenship Behavior (OCB). This finding differs from studies linking responsible environmental practices with employees' citizenship behavior toward the environment (Cheema et al., 2020; Zhao et al., 2021). One important distinction is outcome specificity: those studies emphasize environmentally directed citizenship behavior, whereas the present study measures general OCB, including helping, sportsmanship, and participation beyond formal duties. Environmental initiatives may therefore be too domain-specific to trigger general extra-role behavior directly. Instead, the significant full mediation through organizational engagement indicates that environmental practices encourage OCB only after they create value congruence, pride, and attachment. This result provides a more precise explanation than a simple nonsignificant direct relationship and highlights engagement as the mechanism that converts environmental commitment into broader voluntary contribution.

PGP also do not have a significant direct effect on OCB, which contrasts with Wong et al. (2025), who found that governance practices can strengthen organizational engagement and subsequently enhance OCB. In the present context, governance may be perceived as a structural and administrative system rather than as an interpersonal exchange that warrants voluntary reciprocation. OCB is more immediately shaped by employees' experiences of organizational justice, leadership, supervisory support, and organizational politics (Demissie et al., 2026). The absence of both a direct effect and an engagement-mediated effect suggests that formal governance arrangements at Pelindo may not yet be sufficiently visible at the employee level. Thus, governance quality must be translated into concrete experiences—such as consistent decision procedures, ethical leadership, protected voice mechanisms, and transparent explanations—before it is likely to influence extra-role behavior.

PSP have a positive and significant effect on OCB. This result is consistent with Sultana and Johari (2023), who linked supportive HRM practices with service-oriented OCB, and with Choi et al. (2024), who found that awareness of ESG activities strengthens commitment and service-oriented citizenship behavior. Social practices provide resources that employees experience directly, including fair treatment, development opportunities, well-being support, and inclusive relationships. SET predicts that employees reciprocate such favorable treatment by helping colleagues, protecting organizational interests, and contributing beyond their formal responsibilities. The partial mediation result further demonstrates that PSP influence OCB through two pathways: a direct reciprocity response and an indirect pathway through organizational engagement. This dual pathway distinguishes the social dimension from PEP, which requires engagement before affecting OCB, and from PGP, which shows neither pathway.

The Effect of Organizational Engagement on Intention to Stay

Organizational engagement has a positive and significant effect on intention to stay and represents the strongest direct relationship in the structural model ($\beta = 0.732$). This result is consistent with Kundu and Lata (2017), who identified organizational engagement as a mechanism through which a supportive work environment strengthens retention, and it complements Kim et al. (2024), who emphasized self-esteem and commitment as psychological pathways linking ESG perceptions to intention to stay. Employees who are cognitively and emotionally connected to organizational values are more likely to perceive their membership as meaningful, valued, and worth maintaining. The finding demonstrates that engagement is a more proximal predictor of

retention than ESG perceptions themselves. In SET terms, engagement reflects the internalized exchange relationship that precedes the employee's decision to continue organizational membership.

The Effect of Organizational Engagement on Organizational Citizenship Behavior (OCB)

Organizational engagement also has a positive and significant effect on OCB. This finding is consistent with Farid et al. (2019) and Rahman and Karim (2022), who showed that engagement connects favorable organizational practices with citizenship behavior. Engagement encourages employees to move beyond passive approval of ESG policies and to express their attachment through helping, initiative, sportsmanship, and participation. This mechanism is particularly relevant in port operations, where service continuity, safety, and coordination often depend on discretionary actions that cannot be fully specified in formal job descriptions. Thus, the result supports SET by demonstrating that employees reciprocate a meaningful organizational relationship not only by remaining with the organization but also by contributing beyond contractual obligations.

The Mediating Role of Organizational Engagement in the Relationship between ESG Practices and Intention to Stay

Organizational engagement fully mediates the effects of PEP and PSP on intention to stay. This result extends prior studies that identified organization-based self-esteem, commitment, and employee-oriented responsibility as retention mechanisms (Kim et al., 2024; Lu et al., 2023) by demonstrating that organizational engagement is a distinct pathway through which dimension-specific ESG perceptions become retention intentions. PEP can create pride and value congruence, while PSP communicates care, fairness, and support; nevertheless, neither dimension directly changes the decision to remain. Employees first need to internalize these practices as part of their relationship with the organization. The full mediation pattern therefore strengthens the SET explanation that perceived organizational resources generate a psychological obligation and attachment before producing a longer-term behavioral intention.

By contrast, organizational engagement does not mediate the relationship between PGP and intention to stay. This differs from broader employee-centric ESG models in which governance contributes to engagement (Wong et al., 2025). The result suggests that governance principles at Pelindo may not yet be experienced as personal, reciprocal resources capable of strengthening attachment. Accountability and compliance remain important organizational foundations, but their retention effect may depend on intervening mechanisms such as procedural justice, organizational trust, ethical leadership, or perceived external prestige. The comparison across ESG dimensions is theoretically important because it shows that the same mediating process cannot be assumed for all components of ESG.

The Mediating Role of Organizational Engagement in the Relationship between ESG Practices and OCB

Organizational engagement fully mediates the relationship between PEP and OCB and partially mediates the relationship between PSP and OCB. These findings are consistent with Farid et al. (2019), Wong et al. (2025), and Rahman and Karim (2022), who positioned engagement as an important link between favorable organizational practices and citizenship behavior. The present study advances those findings by showing that the strength and form of mediation vary across ESG

dimensions. Environmental practices require engagement as the principal pathway to general OCB, whereas social practices generate both an immediate reciprocity response and an additional engagement-based response.

The full mediation of PEP indicates that environmental initiatives alone are not sufficient to elicit general extra-role behavior. Employees must first perceive these initiatives as authentic and consistent with organizational identity, thereby developing pride, value congruence, and psychological attachment. In contrast, the partial mediation of PSP reflects the greater proximity of social practices to daily employee experience. Fair treatment, welfare support, development, and inclusion can directly motivate helping behavior while simultaneously increasing engagement. This distinction provides a critical explanation for why aggregate ESG measures may conceal different employee-level processes.

Organizational engagement does not mediate the relationship between PGP and OCB. This finding differs from Wong et al. (2025) and suggests that governance practices in the present setting remain more formal, structural, and administrative than emotionally engaging. When accountability, transparency, and monitoring are not translated into visible procedural fairness, employee voice, and ethical consistency, they may fail to create the relational meaning required for reciprocity. Governance may therefore affect OCB through alternative mechanisms, including organizational trust, procedural justice, organizational identification, or perceived external prestige, rather than through engagement alone.

Overall, the mediation results constitute the study's central theoretical contribution. They refine SET by demonstrating a differentiated reciprocity process: PEP influences OCB only through engagement; PSP influences OCB both directly and through engagement; and PGP does not activate either pathway. ESG should therefore not be treated as a homogeneous signal at the employee level. Its behavioral consequences depend on whether a specific practice is visible, personally experienced, and interpreted as a valued organizational resource. This dimension-specific explanation helps reconcile inconsistent findings across prior ESG studies and clarifies why industry context matters.

CONCLUSION

This study aims to examine the impact of employees' perceived ESG practices on employee performance through the role of organizational engagement within the maritime industry context. The findings indicate that Perceived Environmental Practices (PEP) and Perceived Social Practices (PSP) have a positive and significant effect on Organizational Engagement (OE), while Perceived Governance Practices (PGP) do not show a significant influence. ESG practices do not have a direct significant effect on Intention to Stay (INS), suggesting that employee retention is influenced more by indirect mechanisms. Meanwhile, only PSP demonstrates a significant direct effect on Organizational Citizenship Behavior (OCB), indicating that the social dimension plays a more prominent role in encouraging extra-role behavior among employees. The mediation analysis reveals that OE fully mediates the relationship between PEP and INS as well as PSP and INS. OE also fully mediates the relationship between PEP and OCB and partially mediates the relationship between PSP and OCB, whereas PGP does not exhibit a mediating role. These findings confirm that organizational engagement serves as a key mechanism linking ESG practices to employee performance, particularly in enhancing retention and extra-role behavior. This study has several limitations. The research focuses on a single organization within a state-owned enterprise context,

which limits the generalizability of the findings. In addition, the use of cross-sectional data restricts the ability to capture the long-term effects of ESG practices. Future research is therefore recommended to expand the scope by including other sectors, particularly private logistics and maritime industries, as well as employing a longitudinal approach to better understand the sustainability of ESG impacts over time. Future studies may also consider incorporating additional variables, such as meaningful work, leadership style, or organizational culture, to provide deeper insights into the mechanisms linking ESG practices and employee performance.

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