

# **From Engagement to Impact: Unlocking Organizational Commitment Through Employee Engagement to Drive Corporate Sustainability**

**Jatmiko Murdiono<sup>1</sup>**

<sup>1</sup>Management Science, Universitas Negeri Jakarta, Indonesia

## **Abstract**

Carrying out activities or work in an organization or company requires employee engagement and commitment to carry it out. The purpose of this research is related to how PT Celebes Railway Indonesia makes efforts for the company's sustainability with its ESG program and how the strategies used to increase employee engagement create a commitment to the company in supporting and implementing the sustainability program. This research uses a qualitative approach with data collection through observation and interviews with the core team of the sustainability program. Then the results of the study show that PT Celebes Railway Indonesia, in carrying out a sustainability program for its company, integrates the ESG program with 15 Sustainable Development Goals (SDGs) goals that are relevant to the company and also implements three main pillars as the basis for running the program, namely by prioritizing Safety, Sustainable Transportation, and Sincerity. In addition, PT CRI implements the ACT strategy in increasing employee engagement, starting by providing awareness, then making contributions, and also carrying out tracking to monitor employee engagement and their commitment to supporting the company's sustainability. In the future, researchers can analyze other factors that are more deeply related to the company's sustainability, which can increase employee commitment to supporting the company's sustainability.

**Keyword:** employee engagement; organizational commitment; corporate sustainability

## 1. Introduction

Today, sustainability has become a major issue for companies worldwide (Yusoff, 2019; Zumente et al., 2022), including in Indonesia (Nareswari et al., 2023). Companies are no longer only focused on profit but are also required to pay attention to environmental impact, social responsibility, and corporate governance, known as ESG (Zhang et al., 2020). ESG implementation is not just a matter of formalities or trends, but an essential prerequisite for corporate sustainability amid global changes (L. Wang, 2023; X. Wang & Jin, 2023). However, the success of ESG implementation is highly dependent on strong organizational commitment from all elements of the company, especially employees (Gannon & Hieker, 2022). Therefore, employees need to be actively engaged in sustainability initiatives due to a lack of understanding and direct engagement in the program. This leads to a gap between the company's policies and implementation (McInerney & Niewiarowski, 2022). After all, employee engagement is one of the key factors in improving company performance and organizational commitment (Cheche et al., 2017; Islam & Islam, 2021). For this reason, it is important for companies to understand the relationship between employee engagement and organizational commitment in creating a work environment that supports sustainability.

In Indonesia, awareness of the importance of ESG is increasing, especially among companies listed on the stock exchange (Nareswari et al., 2023). However, there is still a significant gap between large and small companies in terms of ESG implementation and reporting. Companies that have a strong commitment to ESG tend to perform better and are able to attract investors who care about sustainability issues (Chen & Xie, 2022; Shalhoob & Hussainey, 2023). While there are advantages to implementing ESG practices, there are also challenges that need to be considered. On the one hand, companies that implement ESG well can improve their reputation and can attract investors (Meng et al., 2023). However, there are concerns that excessive focus on ESG may distract from key business objectives, such as profitability (Makridou et al., 2024). This raises a debate about the right balance between social responsibility and sustainable economic goals.

A number of studies have been conducted to explore the relationship between employee engagement and organizational commitment in the context of ESG (Gannon & Hieker, 2022). Previous research has shown that high employee engagement contributes to stronger organizational commitment, which in turn favors the implementation of better ESG practices (Shetty & Suraj, 2024). Other research shows that there is a correlation for companies with high levels of employee engagement to perform better (Elidrissy, 2024). In the context of companies that implement ESG, understanding how employee engagement can increase organizational commitment will provide insights for management in developing effective strategies to achieve sustainable performance (Sidique & Pereira, 2023). In this case, PT Celebes Railway Indonesia, as a company engaged in the railway sector, bears a great responsibility in ensuring railway operations and maintenance in Makassar-Parepare, South Sulawesi, which is also in line with ESG principles. For PT Celebes Railway Indonesia, this research has the potential to provide significant benefits.

By increasing employee engagement, companies can strengthen employees' commitment to sustainability and ESG. For this reason, PT Celebes Railway Indonesia needs to take concrete steps to integrate ESG practices by involving employees in decision-making related to sustainability. High employee engagement will contribute to the successful implementation

of better sustainability practices (Silitonga et al., 2023). In-depth research on these relationships can provide insights into effective strategies for increasing employee engagement at PT Celebes Railway Indonesia so that companies can face sustainability challenges with more confidence. By increasing employee engagement, the company will not only achieve its business goals but also contribute to social and environmental sustainability in Indonesia and become a company with sustainability principles.

## **2. Literature Review**

### **2.1 Organizational Behavior Theory**

In the organizational world, organizational culture plays a very important role in shaping the work environment and influencing employee behavior. Organizational culture theory explains that each organization has unique values, norms, and practices, which shape how members of an organization interact with each other and with outsiders. A strong culture not only creates a shared identity among employees but also improves cohesion and overall organizational performance. Engaged employees feel emotionally connected to the organization, encouraging them to put in extra effort in their work. When employees feel valued and supported, they are more likely to be actively involved in their work. However, employee engagement does not stand alone. Organizational commitment, or the level of employee attachment to the organization, also plays an important role. Organizational commitment consists of several aspects, including affective commitment, which reflects the employee's emotional attachment to the organization; Continuity commitment, which relates to the perceived costs of leaving the organization; and normative commitment, which is rooted in a sense of obligation to remain in the organization. Employees with a high level of commitment tend to show greater loyalty and strive harder to achieve organizational goals (Colquitt et al., 2022).

The relationship between employee engagement and organizational commitment is very close. Engaged employees tend to have a higher level of commitment to the organization. High engagement creates a strong sense of belonging and identification with the organization's goals, increasing their commitment. In this context, employee engagement can be seen as the main driver of organizational commitment. When employees feel engaged and valued, they are more likely to commit to the organization, show greater loyalty, and have a desire to stay within the organization. Thus, a strong organizational culture can support employee engagement, which in turn can increase organizational commitment. This creates a positive cycle that is beneficial for the organization (Armstrong & Taylor, 2020).

### **2.2 Sustainability Theory**

In an increasingly complex and connected business world, the sustainability theory introduced by John Elkington in his book "Cannibals with Forks" in 1997 has become an important guide for companies in the 21st century. The concept known as the "Triple Bottom Line" (TBL) emphasizes that a company's success is measured not only by financial benefits but also by the social and environmental impact it causes. TBL consists of three main pillars: profit, people, and planet. Profits are the first pillar that cannot be ignored. Companies must still focus on achieving sound finances to ensure their survival and growth. However, Elkington cautioned that these gains must be achieved responsibly, without compromising the

well-being of the community and the environment. The second pillar, people, highlights the importance of the social impact of a company's operations. In this context, companies are expected to contribute to the well-being of employees, communities, and other stakeholders. Corporate social responsibility is becoming increasingly important, and companies that can create a positive impact in society will gain the trust and loyalty of consumers. The third pillar, planet, invites companies to consider every decision's environmental impact. In an era where climate change and environmental degradation are urgent global issues, companies are required to operate in a sustainable manner. This includes the efficient use of resources, waste reduction, and the development of environmentally friendly products (Elkington, 1997).

The impact of the application of sustainability theory is very significant for the company. First, they must change their business strategy to not only pursue short-term profits, but also consider long-term sustainability. This may involve investing in green technology and more responsible business practices. In addition, transparency and accountability are key. Companies need to report their performance in social and environmental aspects, not just financial. This can build trust among stakeholders and improve the company's reputation in the eyes of the public. Innovation is also an important part of the journey towards sustainability. The company is encouraged to develop more sustainable products and services, which can meet the needs of consumers who are increasingly concerned about environmental and social issues. Stakeholder engagement is another aspect that is no less important. Companies must actively interact with employees, customers, and local communities to understand their needs and expectations. In this way, companies can formulate more inclusive and sustainable policies. Finally, companies that successfully integrate sustainability principles into their business models will find a competitive advantage. As such, Elkington's sustainability theory is not just a concept, but a call to action for companies around the world. In the face of global challenges, companies that are able to adapt and innovate with sustainability principles will become leaders in the future, contributing to better development for our society and planet (Elkington, 1997; Kantabutra, 2020).

### **3.1 Methods**

This research uses a qualitative approach, this research focuses on an in-depth understanding of the company's efforts to increase employee engagement in supporting the company's sustainability program which includes environmental, social, and governance (ESG) aspects. This research aims to find out and describe PT CRI's corporate sustainability program, how to increase employee engagement to create commitment to the company in supporting and implementing sustainability programs. In an effort to achieve the research objectives, data was collected through direct observation and in-depth interviews with the core team of the sustainability program at PT CRI. This data collection process follows the analysis stages proposed by Miles and Huberman (1994), which includes collecting, reducing, presenting, and drawing conclusions from the data obtained. Through this research, it is hoped that effective strategies can be identified to increase employee engagement in sustainability programs, as well as provide recommendations that can be implemented by PT CRI in their efforts towards a more sustainable company.

## **4. Results**

PT Celebes Railway Indonesia (CRI) has implemented the company's sustainability principles through its Environmental, Social, and Governance (ESG) program which is divided into two stages, namely the construction period and the post-construction period. Each stage emphasizes different ESG aspects to ensure sustainability runs thoroughly and is consistent with the company's long-term goals.

### **4.1 ESG Implementation in the Construction Period**

During the construction period, PT CRI's main focus was on environmental conservation, social engagement, and good governance. The following ESG components are prioritized:

1. Environmental Factors: Biodiversity Conservation and Natural Resource Management, namely the preservation of biodiversity and responsible management of natural resources.
2. Social Factors: Cultural Heritage and Indigenous People, namely with the protection of cultural heritage and the engagement of local communities in the development process.
3. Governance Factor: Good Corporate Governance is the implementation of transparent and ethical corporate governance practices.

### **4.2 ESG Implementation in the Post-Construction Period**

After the construction was completed, PT CRI's focus shifted to operations and maintenance. ESG elements in this phase include:

1. Environmental Factors: Pollution Prevention and Climate Change Mitigation is by preventing pollution and reducing the impact of climate change.
2. Social Factors: Community Engagement and Indigenous People, namely by involving local communities and local communities to be given work opportunities, safety counseling, and also activities to attract public interest to help maintain the safety of the railway line.
3. Governance Factor: Refinancing and Green Human Resources Management is by carrying out an environmentally friendly refinancing and human resource management strategy.

During the construction period, PT CRI adjusts the sustainability program with the goals in the Sustainable Development Goals (SDGs), this is done so that each construction project provides real benefits for the environment and society. It is known that the SDGs (Sustainable Development Goals) or Sustainable Development Goals are global and national commitments in an effort to improve the welfare of society, including 17 global goals and targets for 2030 declared by both developed and developing countries at the UN General Assembly in September 2015. The 17 goals are: (1) No Poverty; (2) Zero hunger; (3) Good Health and Well-Being; (4) Quality Education; (5) Gender Equality; (6) Clean Water and Sanitation; (7) Affordable and Clean Energy; (8) Decent Work and Economic Growth; (9) Industry, Innovation and Infrastructure; (10) Reduced Inequalities; (11) Sustainable Cities and Communities; (12) Responsible Consumption and Production; (13) Climate Action; (14) Life Below Water; (15) Life on Land; (16) Peace, Justice and Strong

Institutions; (17) Partnership for The Goals (United Nations, 2015). Then, during the construction period, PT CRI expanded the scope of SDGs implementation by involving 15 goals relevant to the company, such as clean and affordable energy, decent work, inequality reduction, and underwater life. This additional focus ensures the sustainability of the company's operations in line with international standards and local needs.

The following Table 1 shows the differences in SDG goals during the construction period and post-construction period:

**Table 1.** Differences in SDGs Goals during construction and post-construction

| No. | During Construction   | Post-Construction   |
|-----|---|---|
| 1   | Goals 3: Good Health and Well-being (ensuring a healthy life and well-being for all ages)                           | Goals 3: Good Health and Well-being (ensuring a healthy life and well-being for all ages)                           |
| 2   | Goal 4: Quality Education (ensuring inclusive and quality education and supporting lifelong learning opportunities) | Goal 4: Quality Education (ensuring inclusive and quality education and supporting lifelong learning opportunities) |
| 3   | Goal 5: Gender Equality (achieving gender equality and empowering women and girls)                                  | Goal 5: Gender Equality (achieving gender equality and empowering women and girls)                                  |
| 4   | Goal 6: Clean Water and Sanitation (ensuring access to clean water and sustainable sanitation)                      | Goal 6: Clean Water and Sanitation (ensuring access to clean water and sustainable sanitation)                      |
| 5   | Goal 9: Industry, Innovation, and Infrastructure (building strong infrastructure and fostering innovation)          | Goal 7: Affordable and Clean Energy (ensuring affordable, reliable, and sustainable access to energy)               |
| 6   | Goal 11: Sustainable Cities and Communities (building inclusive, safe, and sustainable cities and communities)      | Goal 8: Decent Work and Economic Growth (supporting inclusive economic growth and providing decent jobs for all)    |
| 7   | Goal 12: Responsible Consumption and Production (ensuring sustainable consumption and production patterns)          | Goal 9: Industry, Innovation, and Infrastructure (building strong infrastructure and fostering innovation)          |
| 8   | Goal 13: Climate Action (Take immediate action to combat climate change and its impacts)                            | Goal 10: Reduced Inequalities (reducing inequality within and between countries)                                    |
| 9   | Goal 15: Life on Land (protecting terrestrial ecosystems, forests, and biodiversity)                                | Goal 11: Sustainable Cities and Communities (Building inclusive, safe, and sustainable cities and communities)      |
| 10  | Goal 17: Partnerships for the Goals (strengthening global partnerships to achieve sustainable development goals)    | Goal 12: Responsible Consumption and Production (ensuring sustainable consumption and production patterns)          |

|    |  |
|----|--|
| 11 | Goal 13: Climate Action (Take immediate action to combat climate change and its impacts)                                     |
| 12 | Goal 14: Life Below Water (conserving marine ecosystems and ensuring the sustainable use of marine resources)                |
| 13 | Goal 15: Life on Land (protecting terrestrial ecosystems, forests, and biodiversity)   |
| 14 | Goal 16: Peace, Justice, and Strong Institutions (promoting peaceful and inclusive societies with access to justice for all) |
| 15 | Goal 17: Partnerships for the Goals (strengthening global partnerships to achieve sustainable development goals)             |

To guide the implementation of the sustainability program, PT CRI has compiled a three-year roadmap and built commitment through employee engagement. In this process, three main pillars are implemented through a strategy called "3S: Sustainable Strategy":

1. Safety: Prioritizing safety in every aspect of operations and maintenance
2. Sustainable Transportation: Promoting environmentally friendly transportation that reduces carbon emissions.
3. Sincerity: Building a commitment to sustainability with integrity and seriousness.

This effort aims to increase employee engagement in running ESG programs. PT CRI held "training" to increase awareness and equip employees to be able to carry out every initiative listed in the roadmap. To ensure sustainability is part of the company's culture, PT CRI has taken several concrete steps:

1. Sustainability Assessment: Assess the initial position of ESG implementation at the entry level and continue to improve.
2. Preparation of Sustainability Roadmap: Establishes a three-year sustainability program implementation plan.
3. Employee Engagement: Inviting employees to actively participate through ESG program training and socialization.
4. Implementation of Sustainability Programs: Carry out sustainability initiatives in accordance with the roadmap and SDGs that have been selected.

The implementation of sustainability at PT Celebes Railway Indonesia through the ESG program shows how the company can adapt to environmental and social needs at every stage of its operations. Based on the relevant "15 SDGs" and prioritizing the "3S: Sustainable Strategy" strategy, PT CRI ensures that sustainability becomes an integral part of the business. Employee engagement, good governance, and collaboration with local communities reinforce the company's commitment to achieving sustainability goals. This initiative not only ensures

the continuity of environmentally friendly business, but also has a positive impact on society and the ecosystem.

PT Celebes Railway Indonesia (PT CRI) has taken significant steps to increase employee engagement by implementing a green training program. This step aims to foster green awareness among employees related to sustainability initiatives that will be implemented in the Environmental, Social, and Governance (ESG) roadmap. This awareness is an essential foundation for employees to understand better their role in supporting the company's sustainability. Through the green training program, PT CRI educates employees about various aspects of sustainability. This training includes theory and practice, so employees can immediately feel the impact of their actions on the environment. With this training, it is hoped that employees can apply the knowledge gained in daily life, both in the work environment and outside the company environment. One of the main focuses of this training is an understanding of carbon footprint. Employees are taught how to know, collect, and analyze their carbon footprint data. This is important because a deep understanding of the carbon footprint allows employees to identify areas where they can reduce emissions and contribute to the company's sustainability. The response given by employees to this training has been very positive. They show high enthusiasm for participating in implementing the ESG programs that have been launched. The growing awareness among employees is an impetus for them to take more environmentally responsible actions. This is an excellent first step towards creating a company culture that cares about sustainability. In addition to increasing employee awareness, PT CRI also realizes the importance of managing a structured ESG program. For this reason, the core ESG team forms the person in charge of each program. This person in charge is tasked with ensuring that each program can be implemented optimally and well organized. With the person in charge, each initiative gets the attention needed to achieve the goals that have been set. Reporting on program achievements is an important part of this strategy. Each person in charge is required to report the results of the programs they manage. In this way, management can monitor each initiative's progress and evaluate the program's effectiveness. Hopefully, this reporting will help PT CRI obtain a good ESG rating from providers in the future.

Employee engagement in the implementation of ESG programs is crucial. Without the active participation of all employees, these programs can face various obstacles, which can ultimately hinder the achievement of ESG targets that have been set. Therefore, PT CRI highly appreciates employee participation in these programs. To ensure that employee engagement remains high, PT CRI conducts continuous monitoring. This monitoring aims to monitor the development and implementation of existing programs. With regular tracking, companies can quickly identify any issues that may arise and take the necessary corrective steps to keep the program running successfully. The success of these ESG programs depends not only on the company's efforts but also on the commitment of each individual. With the increasing engagement of employees, PT CRI hopes to create a work environment that is not only productive but also sustainable. The company is confident that it can achieve its sustainability vision through collaboration and active participation.

The "ACT" strategy is an approach designed by PT Celebes Railway Indonesia (CRI) to ensure that the implementation of ESG (Environmental, Social, and Governance) programs can run effectively and optimally. ACT stands for Awareness, Contribution, and Tracking,

which reflects the critical stages in managing a sustainability program with full employee engagement.



**Figure 1.** Strategies to Increase Employee Engagement in PT CRI's Corporate Sustainability

Here's a full explanation of each element:

1. **Awareness:** The first step in this strategy is to increase employee awareness of the importance of sustainability and their role in supporting ESG programs. Through green training, PT CRI ensures that all employees understand the concept of sustainability, such as how ESG programs can positively impact the environment and social and corporate governance. This training also includes green awareness, which is an in-depth understanding of environmentally friendly behaviors that must be applied in the work environment. In addition, training on carbon footprint helps employees know how to measure and reduce the emissions generated by their activities. With this increasing awareness, it is expected that every employee will have personal responsibility and be proactive in implementing sustainability practices.
2. **Contribution:** Once awareness is established, the next step is to ensure that every employee can make a real contribution to the ESG program. PT CRI encourages active employee engagement by providing opportunities for employees to be directly involved in various sustainability initiatives. This contribution is not only limited to physical actions, such as waste reduction and energy savings, but also involves employee initiative and creativity in creating sustainable solutions in the work environment. Through their role in structured teams and programs, employees can participate in:
  - a. Carbon footprint data collection and analysis
  - b. Implementation of green initiatives in the office environment.
  - c. Preparation of operational improvement proposals to be more environmentally friendly.In addition, PT CRI has also established a person in charge of ESG programs for each initiative so that each sustainability project has a clear leader. With consistent and targeted contributions, the implementation of ESG programs can run effectively and on target.
3. **Tracking:** The last element of the ACT strategy is tracking or monitoring and evaluation. PT CRI realizes that the success of ESG programs depends not only on planning and

implementation but also on periodic monitoring to see if the program is running according to the target. Each person in charge of an ESG program reports on the progress and results of the programs they manage. This data and reports will be the basis for companies to evaluate achievements and see which areas need improvement. In addition, this monitoring is also an important part of the company's efforts to obtain a good ESG rating from external rating agencies. PT CRI ensures that this tracking process is carried out transparently and accountable. If obstacles are found in the implementation of the program, the company can immediately adjust its strategy so that ESG targets are still achieved. This monitoring also serves as a way to maintain employee enthusiasm and engagement, so that their contributions remain consistent and sustainable.

The ACT (Awareness, Contribution, Tracking) strategy is expected to be able to provide a clear and directed framework for PT CRI in running ESG programs well. By increasing employee awareness, encouraging active contributions, and conducting continuous monitoring and evaluation, PT CRI can ensure that every employee has an important role to play in supporting the company's sustainability. PT CRI hopes to create an environmentally friendly work environment through this strategy and achieve a good ESG rating. Moreover, the active engagement of employees will be an essential asset for the company's sustainability in the future while proving that the success of ESG programs depends not only on policies but also on the collaboration of all elements of the company.

## **5. Discussion**

Employee engagement is one of the important factors in creating organizational commitment, especially in supporting sustainability initiatives through Environmental, Social, and Governance (ESG) programs (Gannon & Hieker, 2022). Then, based on the results of the research, PT Celebes Railway Indonesia (CRI) has taken a significant step by actively engaging employees in their various ESG programs. This engagement aims to ensure that the company is not only focused on profit, but also has a positive impact on the environment and society. With it, high employee engagement increases emotional commitment to the organization (Saad et al., 2022). When employees feel valued and given space to contribute, they will be more motivated to achieve the company's goals, including supporting sustainability (Simon & Zhou, 2018). PT CRI Implementing Green Training to build employee awareness and understanding of the importance of sustainability and carbon footprint.

From the perspective of organizational culture, having a culture that is inclusive and aligned with the organization's cultural values can strengthen employee engagement (Armstrong & Taylor, 2020; Colquitt et al., 2022). In line with this, PT CRI has incorporated sustainability values into the company's culture through various training and participatory programs. Through an organizational culture that supports ESG programs will increase employee engagement, which ultimately strengthens the organization's commitment to sustainability (Linnenluecke & Griffiths, 2010). The engagement that has existed at PT CRI not only has an impact on individual employees but also strengthens collaboration between teams. PT CRI appoints a person in charge for each ESG program to ensure that the implementation of the program runs optimally and in an organized manner. This is in line with Nareswari et al., (2023) which emphasizes the importance of coordination and leadership in

the implementation of sustainability so that all elements of the organization can play an active role. PT CRI also recognizes the importance of continuous monitoring and evaluation in maintaining employee engagement, because however, the success of the program will depend on consistent monitoring to ensure that all initiatives are running according to the targets (Sidique & Pereira, 2023). Through regular reports from each person in charge, PT CRI can immediately identify obstacles and make necessary adjustments. However, PT CRI also faces challenges in ensuring that employee engagement remains consistent. To overcome this, companies need to implement reward and appreciation programs to maintain employee motivation. This step shows that the right rewards can increase employee engagement and commitment (Amal Jishnu & Hareendrakumar, 2021; Okolie & Egbon, 2024). In addition, transparency is an important element in maintaining employee commitment. By providing open information about the achievements and impacts of ESG programs, PT CRI creates a culture of accountability. Employees become more motivated when they can see that their contributions are making a real impact. So that the implementation of ESG programs in supporting the company's sustainability is in accordance with the principles of Good Corporate Governance (Septiana & Puspawati, 2022).

## **6. Conclusion, Implication, and Recommendation**

PT Celebes Railway Indonesia's efforts in implementing the company's sustainability through ESG programs have been carried out by integrating and aligning with the 15 SDGs goals that have been selected, in addition to PT CRI also implements several strategies, namely with 3 strategies as pillars in carrying out the company's sustainability program, namely safety, sustainable transportation, and also sincerity. However, currently PT CRI is still at the entry level in implementing ESG as a corporate sustainability program, but it does not make PT CRI not optimistic, precisely by knowing this entry level status, PT CRI is more committed to making a better and planned sustainability program with a more measurable strategy. In addition, by involving its employees to create a commitment to the company in supporting and also participating in the company's sustainability program, it has been carried out with concrete steps, namely by involving the green training program to ensure that employees have awareness, equip them with the ability to run programs, and be able to calculate carbon footprints both as a company and for themselves. The strategy to increase employee engagement is called ACT or Awareness, Contribution, and Tracking.

To face the challenges of sustainability in the future, PT CRI is committed to continuously increasing employee engagement through continuous training and socialization. So, in the future, by creating an environmentally friendly and sustainability-oriented company culture, the company hopes to achieve a good ESG rating and become an example for other companies in the transportation sector. Then, through collaboration and active participation, PT CRI needs to pay attention that the success of the ESG program does not only depend on the company's policies, but also on the commitment of all elements of the organization. With this strategy, PT CRI is optimistic that it can face sustainability challenges in the future and achieve its vision to become a sustainable company. Research opportunities in this field are vast, especially in Indonesia. Research can focus on how companies in different sectors, such as transportation, mining, and manufacturing, can increase employee engagement to support corporate sustainability, such as with ESG programs. Additionally, research can explore other

factors that can influence employee engagement, such as company culture and employee development policies.

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