



Strategic Human Capital Disclosure, Agile Work Culture, and Public Trust via Workplace Pro Environmental Behavior

Purwanti ¹⁾; Nazifah Husainah ²⁾; Hasanah ³⁾

¹⁾ Universitas Muhammadiyah Jakarta, Indonesia

^{1,2)} Universitas Pelita Bangsa, Indonesia

Email: ¹⁾ 25030600010@studen.umj.ac.id

How to Cite :

Purwanti., Husainah, N., Hasanah. (2026). Strategic Human Capital Disclosure, Agile Work Culture, and Public Trust via Workplace Pro Environmental Behavior. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 14(4). DOI: <https://doi.org/10.37676/ekombis.v14i4>

ARTICLE HISTORY

Received [28 January 2026]

Revised [05 October 2026]

Accepted [09 October 2026]

KEYWORDS

Public Trust; Agile Work Culture; Human Capital Disclosure; Workplace Pro Environmental Behavior.

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



ABSTRACT

This study examines the influence of Strategic Human Capital Disclosure (SHCD) and Agile Work Culture (AWC) on Public Trust, with Workplace Pro-Environmental Behavior (WPEB) as a potential mediator. Conducted in the manufacturing sector in Bekasi, the research highlights the importance of transparency in human capital management and agile practices for organizational credibility and sustainability. A quantitative approach using Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied, with data collected from 318 employees through purposive sampling and online questionnaires. Bibliometric mapping with VOSviewer identified research gaps, as prior studies remain fragmented—focusing separately on disclosure in financial reporting, agile culture in digital adaptation, or pro-environmental behavior from psychological perspectives. Public Trust research is still dominated by corporate governance and CSR, leaving strategic disclosure underexplored. Findings reveal that SHCD and AWC significantly enhance WPEB and directly strengthen Public Trust. However, WPEB does not exert a significant direct effect on Public Trust. SHCD emerges as an effective mediator, while WPEB does not fulfill this role. This study contributes to ESG literature by offering an integrative framework and contextual evidence from Indonesia, emphasizing that strategic disclosure is more critical than employee pro-environmental behavior in building public confidence.

INTRODUCTION

The growing demand for organizational transparency and sustainability has encouraged companies to disclose strategic human capital practices and adopt agile work cultures. In the manufacturing sector, particularly in Bekasi, the challenge of maintaining public trust is closely

ties to how organizations manage human resources and adapt to environmental changes. Strategic Human Capital Disclosure (SHCD) plays a crucial role in demonstrating accountability and credibility, while Agile Work Culture (AWC) reflects the organization's ability to respond effectively to dynamic market conditions. At the same time, Employees Pro Environmental Behavior (WPEB) has emerged as a critical factor in strengthening sustainable public trust, especially within the framework of Environmental, Social, and Governance (ESG) practices.

Previous research by Francisca Tejedo-Romero and Joaquim Filipe Ferraz Esteves Araujo (2020) revealed a research gap, as findings on human capital disclosure remain inconsistent. One major limitation lies in the absence of a standardized method to define and measure human capital reporting. Prior studies have often concentrated solely on the board of directors, overlooking the moderating role of managerial ownership. This study addresses these gaps by expanding the sample size to include firms beyond the main indices or those with unbalanced data, employing a weighted disclosure index that accounts for the quality and detail of information, examining the extent to which managers engage in impression management or opportunistic reporting strategies, and considering additional variables that may influence human capital disclosure (Tejedo-romero, 2020). Furthermore, the literature on agile work culture emphasizes organizational flexibility and digital adaptation but has not directly linked it to public trust through employee pro-environmental practices. Studies on public trust are still dominated by discussions of corporate governance and CSR, leaving the relationship between strategic disclosure and trust via pro-environmental behavior insufficiently mapped. Research on workplace pro-environmental behavior has primarily highlighted psychological factors such as motivation and personal values, without integrating strategic disclosure and agile work culture as drivers of such behavior. Therefore, there are integration gaps, contextual gaps, indicator gaps, and methodological gaps that open opportunities for future research to develop an integrative model connecting strategic human capital disclosure and agile work culture to public trust, with workplace pro-environmental behavior as a mediator, particularly within the context of organizations in Indonesia.

The novelty of this research lies in its focus on WPEB as a mediator, which has rarely been tested in the context of human capital disclosure and agile culture. While earlier studies concentrated on CSR, green HRM, or ethical accountability, this study introduces WPEB as a new pathway to explain how disclosure and agile practices influence sustainable public trust. Thus, the findings are expected to contribute to the state of the art in ESG related research and provide practical implications for managers seeking to strengthen organizational legitimacy through sustainable workplace behaviors.

LITERATURE REVIEW

The grand theory underpinning this study is the Conservation of Resources (COR) Theory proposed by (Hobfoll, 2014). COR theory explains that individuals and organizations strive to acquire, maintain, and protect valuable resources such as time, energy, competencies, and social support (Mina Westman, 2005). Stress occurs when resources are threatened, lost, or fail to be gained, with the principle of primacy of loss emphasizing that the impact of resource loss is greater than that of resource gain. Within the organizational context, Strategic Human Capital Disclosure represents transparency in managing human resources, thereby strengthening public trust (Kreps, 2020). Agile Work Culture reflects organizational adaptability in preserving resources and reducing strain (Neumann, 2023). Workplace Pro-Environmental Behavior further sustains resources through environmentally responsible practices that enhance organizational reputation. Together, these elements create a balance between resource loss and gain, which is essential for maintaining resilience and building public trust. (Aoki, 2020)

Strategic Human Capital Disclosure (SHCD) has become increasingly important in recent years as organizations strive to enhance transparency and accountability. (Morrison, 2025) highlights that workforce-related disclosures, including diversity, training, and employee well-being, are now critical for strengthening stakeholder confidence. Similarly, recent studies in Asia emphasize that investors prioritize human capital disclosure as a key indicator of corporate sustainability (Elamer, 2025). These findings suggest that SHCD plays a vital role in building trust and legitimacy in modern organizations. According to (S&P Global, 2025), human capital management disclosure is not merely a matter of compliance, but a strategic tool to enhance corporate value through innovation, productivity, and the strengthening of long-term competitiveness.

Agile Work Culture (AWC) has evolved into a holistic organizational mindset that enables firms to adapt quickly to dynamic environments. (Stefano Magistretti & Daniel Trabucchi, 2024) argue that agile culture fosters innovation and resilience by encouraging continuous testing and adaptation. The State of Agile Report 2025 confirms that agile practices are increasingly adopted at scale, although cultural barriers remain a challenge. This indicates that AWC is not only about speed but also about embedding adaptability and resilience into organizational culture. According to (Pixton, Gibson, & Nickolaisen, 2014), adopting an agile culture requires a shift from a command and control leadership model to a collaborative leadership approach that fosters trust and encourages shared ownership of decision-making across the organization.

Employees Pro Environmental Behavior (WPEB) has emerged as a critical factor in organizational sustainability. (Fatima Shaikh, 2023) found that organizational support and leadership commitment significantly influence employees' green practices. (Albrecht, Dalton, & Kavadas, 2024) further demonstrated that environmental self-identity and behavioral integrity are strong predictors of workplace pro-environmental behavior. In Malaysia, (Nor Kamariah Kamaruddin, 2022) showed that Green HRM practices encourage pro-environmental behavior, mediated by job satisfaction. These studies confirm that WPEB is a crucial mediator linking organizational practices to sustainable outcomes.

Public Trust is increasingly tied to ESG disclosure. (Iskandar Itan & Sylvia, 2025) found that ESG transparency significantly affects stakeholder confidence in emerging markets. (Olivia Mora Gracia F, 2025) demonstrated that ESG disclosure improves firm performance by strengthening stakeholder orientation. (Richard Frankel & S. P. Kothari, 2025) provided a systematic review of ESG disclosure theories, confirming its role in enhancing legitimacy and trust. These findings support the idea that SHCD and AWC, when combined with WPEB, can strengthen sustainable public trust (Gesso & Logo, Lodhi, 2025).

Hypothesis Development

METHODS

The population of this study consisted of employees working in manufacturing companies located in the Bekasi industrial area. A purposive sampling technique was applied to ensure that respondents met the criteria relevant to the research objectives, such as experience in organizational practices and exposure to workplace sustainability programs. The sample size was determined using the 10-times rule and power analysis, resulting in 98 respondents. Data were collected through structured questionnaires designed to measure Strategic Human Capital Disclosure, Agile Work Culture, Employees Pro-Environmental Behavior, and Sustainable Public Trust. Each construct was operationalized using validated indicators adapted from previous studies. Items were measured on a five-point Likert scale ranging from "strongly disagree" to "strongly agree." The instrument lattice was developed to ensure content validity and reliability.

Data Analysis Method

Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed using SmartPLS software, chosen for its suitability in analyzing complex models with small-to-medium sample sizes. The analysis was conducted in two stages: evaluation of the measurement model (outer model) and assessment of the structural model (inner model).

Validity and Reliability Test

The measurement model was evaluated through reliability and validity tests. This included assessments of indicator reliability, internal consistency, convergent validity, and discriminant validity to ensure the robustness of the constructs.

Hypothesis Test

The structural model was assessed to test the proposed hypotheses. Bootstrapping procedures were applied to obtain t-statistics and p-values, ensuring the robustness of the results. The coefficient of determination (R^2) was used to evaluate the explanatory power of the model, while mediation effects were tested using indirect path analysis.

RESULTS

Characteristics of Respondents

The concentration of young employees (100% aged 20–30) and mid-early tenure (56.40% with 1–3 years) likely strengthened the positive pathway observed, Agile Work Culture, Employees Pro Environmental Behavior, Public Trust. Younger cohorts tend to embrace iterative routines (stand-ups, visual SOPs, Kaizen/5R) and adopt green micro practices more quickly, reinforcing WPEBs mediating role between SHCD and trust. More detailed data are presented in Table 1

Table 1. The Demographic Respondents.

Characteristics	Frequency	Percentage
Age	20-30	100%
Gender		
Female	274	86%
Male	44	14%
Working period		
> 1 Year	69	21,80%
1 -3 Year	180	56,40%
4 - 6 Year	69	21,80%
Job title		
Operator	167	52,50%
Staff	76	24%
Supervisor	75	21,80%

With operators comprising 52.50% of the sample, most pro-environmental actions occurred at the operational level (waste sorting, energy efficiency, material stewardship). SHCD appears most effective when translated into concrete, task level guidance rather than high-level narratives. The female majority (86%) may also support consistent adherence to safety, hygiene, and environmental protocols, aligning with the significant effects of SHCD and AWC on WPEB and, subsequently, Public Trust.

Practically, SHCD enhances credibility when accessible to frontline roles (e.g., training dashboards, skill matrices, disclosures on safety and wellbeing), while agile rituals accelerate behavioral adoption that is visible to external stakeholders (cleanliness, compliance,

recognizable eco initiatives). Thus, WPEBs mediation is strongest where disclosures are actionable and agile practices are embedded in daily routines. For robustness, demographic structure (age homogeneity, tenure distribution, job titles, and gender composition) should be treated as covariates or controls in extended models to ensure the mediation effects are not artifacts of the sample profile.

Validity Test

Summary of Value Patterns The majority of indicators fall within the range of 0.70–0.86. The AWC construct demonstrates high consistency (0.789–0.858), SHCD is strong and stable (0.768–0.836), SPT ranges from adequate to strong (0.709–0.836), and WPEB is more variable but predominantly strong (0.705–0.830).

Convergent Validity: With most values ≥ 0.70 , each construct is likely to meet the AVE threshold of ≥ 0.50 . Indicators at the lower bound (around 0.705–0.715) can still be retained if the AVE and composite reliability are adequate.

The findings indicate that the openness of strategic human capital management (SHCD) and agile work culture (AWC) contributes to the development of workplace pro-environmental behavior (WPEB), which in turn strengthens public trust. The discussion focuses on the theoretical interpretation and practical implications of the value patterns presented in Table 2.

Tabel 2. Validity Test

AWC	SHCD	PT	WPEB
0.792			
0.789			
0.824			
0.858			
	0.836		
	0.768		
	0.803		
	0.780		
		0.710	
		0.709	
		0.737	
		0.836	
		0.739	
		0.762	
			0.768
			0.802
			0.776
			0.715
			0.705
			0.711
			0.715
			0.705
			0.830
			0.818

Summary of Value Patterns The majority of indicators fall within the range of 0.70–0.86. The AWC construct demonstrates high consistency (0.789–0.858), SHCD is strong and stable (0.768–0.836), SPT ranges from adequate to strong (0.709–0.836), and WPEB is more variable but predominantly strong (0.705–0.830).

Convergent Validity: With most values ≥ 0.70 , each construct is likely to meet the AVE threshold of ≥ 0.50 . Indicators at the lower bound (around 0.705–0.715) can still be retained if the AVE and composite reliability are adequate.

Reliability, The relatively even distribution of values suggests that composite reliability is likely ≥ 0.70 for all four constructs. Reporting CR and Cronbach's alpha for each construct is recommended.

Discriminant Validity, This should be confirmed using HTMT and the Fornell Larcker criterion (the square root of AVE must be greater than the correlations among constructs).

Reliability Test

Tabel 3 Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
AWC	833	835	889	666
SHCD	853	859	894	629
PT	880	885	906	581
WPEB	931	935	941	593

Based on the table presented, the evaluation of the measurement model was conducted to ensure that the instruments used in this study are valid and reliable. The testing includes internal consistency reliability and convergent validity assessments for the four main variables: Agile Work Culture (AWC), Strategic Human Capital Disclosure (SHCD), Public Trust (PT), and Workplace Pro Environmental Behavior (WPEB).

Tabel 4. Discriminant Validity - Heterotrait-Monotrait Ratio (HTMT)

	AWC	SHCD	PT	WPEB
AWC				
SHCD	579			
PT	790	690		
WPEB	833	625	749	

Based on the table above, the analysis results indicate that:

Overall Values Meet the Criteria: All HTMT ratio values across variable pairs (Agile Work Culture, Strategic Human Capital Disclosure, Public Trust, and Workplace Pro-Environmental Behavior) are below the threshold of 0.85. **2. Highest Relationship:** The highest HTMT value is found in the relationship between Agile Work Culture (AWC) and Workplace Pro-Environmental Behavior (WPEB), at 0.833. Although close to the threshold, this value remains within the safe category (< 0.85), indicating that while these two constructs are closely related, respondents still distinguish them as separate concepts. **3. Clear Differentiation:** Other variable relationships, such as Strategic Human Capital Disclosure (SHCD) with Agile Work Culture (AWC), which has a value of 0.579, demonstrate a highly significant distinction between constructs.

Hypothesis Test

Tabel 5. Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
AWC -> SHCD	497	515	83	5,987	0
AWC -> PT	339	318	164	2,074	38
AWC -> WPEB	612	620	93	6,583	0
SHCD -> PT	292	286	132	2,207	27
SHCD -> WPEB	271	269	123	2,195	28
WPEB -> PT	270	299	166	1,626	104

Based on the Path Coefficients table, hypothesis testing was conducted to determinewhether the relationships among variables are statistically significant. A relationship is considered significant when the P-value is below 0.05 and the T-statistic exceeds 1.96. The results are summarized as follows:

Significant Findings

Agile Work Culture (AWC): On Strategic Human Capital Disclosure (SHCD): Agile work culture strongly encourages organizations to be more transparent in disclosing their human capital. On Workplace Pro-Environmental Behavior (WPEB): The strongest effect of agile work culture is observed in employee behavior. A more agile culture leads to higher levels of environmentally conscious actions in the workplace. On Public Trust (PT): Agile work culture directly enhances public trust in the organization. Strategic Human Capital Disclosure (SHCD): SHCD contributes positively and significantly to both public trust (SPT) and workplace pro-environmental behavior (WPEB). Effective disclosure of human capital strengthens stakeholder confidence and motivates employees toward sustainability-oriented practices.

Non-Significant Finding

Workplace Pro-Environmental Behavior (WPEB) → Public Trust (PT): Contrary to the initial hypothesis, the relationship between WPEB and PT was found to be statistically non-significant. The P-value (0.104) exceeds the required threshold, indicating that pro-environmental behavior by employees does not directly translate into greater public trust. Interpretation: While WPEB is vital for fostering a sustainability culture, it does not automatically enhance public trust. The data suggest that although employees engage in environmentally friendly practices, these actions alone are insufficient to convince the public of an organization's trustworthiness.

DISCUSSION

Agile Work Culture positively affects Strategic Human Capital Disclosure

The path from AWC to SHCD is strongly supported ($O = 0.497$, $t = 5.987$, $p = 0.000$), indicating that organizations with a more agile culture report human-capital-related information more transparently. This finding aligns with literature arguing that agile practices encourage greater transparency and more dynamic HR reporting because agility emphasizes rapid learning, cross-functional collaboration, and continuous improvement all of which facilitate systematic collection and disclosure of human-capital metrics(Management & Consortium, 2024). The agile methodology promotes rapid learning and adaptability, which enhances the systematic collection of human capital metrics(Vana Sabina Fiorini, n.d.).

Frequent feedback loops and cross-functional collaboration foster a culture of openness, leading to improved HR reporting(Bhanumathi, Hemavathi, & S., 2024). Enhanced SHCD contributes to better organizational performance by enabling firms to communicate effectively with stakeholders, thereby improving market perceptions and financial metrics (Lin, Huang, Du,

& Lin, 2012). The integration of agile HR practices aligns human resource management with strategic priorities, ensuring that human capital is managed effectively in dynamic environments (Alamro, Hosseini, & Farooq, 2019).

Agile Work Culture positively affects Public Trust

Agile Work Culture positively affects Sustainable Public Trust path is significant ($O = 0.339$, $t = 2.074$, $p = 0.038$), showing that agile culture has a direct positive effect on public trust. This result is consistent with studies that link agile ways of working to higher stakeholder confidence by improving responsiveness, accountability, and visible organizational outcomes; agile organizations thus gain legitimacy and trust through observable business practices and stakeholder responsiveness (Management & Consortium, 2024). The agile practices promote open communication and collaboration, which are essential for building trust between organizations and the public (Ram & Vijayakumar, 2024). The iterative nature of agile enables continuous feedback, allowing organizations to respond promptly to public concerns and thereby enhance trust (Kashyap & Kumar, 2024). Public relations strategies aligned with agile principles can strengthen the relationship between governmental entities and citizens, fostering a sense of trust (Azhary, Trisnawati, Palakyah, Apriani, & Cahyani, 2024). Leveraging social media within PR efforts increases transparency and accelerates responses to public inquiries, further reinforcing trust (Azhary et al., 2024). An agile culture fosters innovation and enables public organizations to adapt rapidly to changing circumstances, which is vital for maintaining public trust in uncertain environments (Suryani, Hasanah, Fauzi, Suhaedi, & Cadith, 2024). Leadership commitment to cultivating an agile environment is critical to sustaining an innovative culture that supports public trust (Suryani et al., 2024). Conversely, while agile methodologies can enhance trust, they may also introduce challenges such as employee resistance to change or potential miscommunication if not implemented effectively. Therefore, a balanced approach is required to ensure that agility translates into sustained public trust.

Agile Work Culture positively affects Workplace Pro Environmental Behavior

The effect of AWC on WPEB is robust ($O = 0.612$, $t = 6.583$, $p = 0.000$), demonstrating that agile cultures foster employees' pro-environmental actions. This supports research showing that organizational practices which empower teams, decentralize decision-making, and emphasize purpose produce higher levels of discretionary green behaviors among employees, because these practices increase ownership and intrinsic motivation for sustainability at work (Li & Li, 2025). Agile work culture significantly enhances workplace pro-environmental behavior (PEB) by fostering an environment that supports employee autonomy, motivation, and commitment to sustainability. This study synthesis highlights how multiple aspects of workplace culture contribute to employees pro-environmental actions. A positive environmental work culture encourages employee engagement in PEB, as evidenced in the oil and gas industry where organizational support and training positively influence employee perceptions and behaviors (Amin, Zailani, & Rahman, 2020). Workplaces that promote autonomy and a pro-environmental climate increase autonomous motivation, which in turn leads to greater PEB both inside and outside the workplace (Hicklenton, Hine, & Loi, 2019). Environment-focused servant leadership has been shown to boost organizational support and commitment, thereby fostering PEB among employees in the hospitality sector (Butt, Nisar, Awan, & Nasir, 2024). Understanding cultural influences on PEB is crucial, because cultural values shape how employees respond to environmental initiatives (Kim-Pong Tam, 2024). A positive workplace culture not only improves performance but also enhances organizational agility, enabling faster adaptation to sustainability challenges (Cătălina Radu, 2023). Conversely, although an agile work culture can promote PEB, challenges such as resource constraints or insufficient leadership commitment may hinder these behaviors, indicating that a multifaceted approach is necessary for effective implementation.

Strategic Human Capital Disclosure positively affects Public Trust

Path is significant ($O = 0.292$, $t = 2.207$, $p = 0.027$), confirming that transparent reporting of human capital is an effective channel for building public trust. The finding concurs with empirical and policy literature indicating that structured, comparable disclosures about workforce practices and human-capital risks increase external stakeholders ability to evaluate organizational legitimacy and long-term value, thereby strengthening trust (Ethan Rouen, 2023).

Strategic Human Capital Disclosure positively affects Workplace Pro-Environmental Behavior

Path is significant ($O = 0.271$, $t = 2.195$, $p = 0.028$), suggesting that disclosure practices are associated with greater employee pro-environmental behavior. This may reflect signaling and institutionalization effects: when firms formally disclose human-capital strategies (including training, values, and incentives), those commitments cascade into employee norms and practices that support sustainability, a result that echoes findings on green HRM and its role in promoting workplace environmental actions (Saleh & Elamer, 2025).

Workplace Pro-Environmental Behavior positively affects Sustainable Public Trust

Workplace Pro Environmental Behavior positively affects Sustainable Public Trust path is not supported at conventional significance levels ($O = 0.270$, $t = 1.626$, $p = 0.104$), indicating that employee green behavior alone does not translate into higher public trust. This non significant result suggests a visibility and credibility gap internal pro-environmental actions likely remain unobserved by external stakeholders unless they are formalized and communicated through disclosure channels. Prior work distinguishes private-sphere pro-environmental acts from public sphere, visible actions and notes that trust-building depends on observable, credible evidence rather than uncommunicated internal practice (Liao & Liao, 2022).

Conclusion

This study demonstrates that agile work culture and strategic human capital disclosure (SHCD) are decisive in building public trust, with disclosure serving as the critical bridge between internal organizational practices and external stakeholder perceptions. While workplace pro-environmental behavior (WPEB) enriches internal sustainability, its limited visibility constrains its role in shaping trust, underscoring that transparency and communication are indispensable for legitimacy. Theoretically, these findings advance sustainability-oriented management by positioning SHCD as a pivotal transmission mechanism, while practically they guide managers to transform internal values into externally credible initiatives through disclosure and visible CSR programs. Looking forward, the research opens prospects for testing visibility-enhancing moderators, applying the model in high-impact industries, and extending the trust mechanism to market-oriented constructs such as investor confidence or customer loyalty. Ultimately, the study affirms that organizations can achieve enduring legitimacy and competitive advantage not merely by practicing sustainability internally, but by strategically communicating it to society.

LIMITATION

This study has several limitations that should be acknowledged. First, the research was conducted within the manufacturing sector in Bekasi, which may restrict the generalizability of the findings to other industries or regions. Second, data collection relied on purposive sampling through online questionnaires, which may introduce respondent bias since participation was limited to employees willing to complete the survey.

Third, Workplace Pro-Environmental Behavior (WPEB) did not demonstrate a significant direct effect on Public Trust. This outcome may be influenced by measurement constraints or contextual factors not fully captured in the study. Fourth, the research was conducted within a

limited timeframe, preventing the observation of long-term dynamics between Strategic Human Capital Disclosure (SHCD), Agile Work Culture (AWC), and Public Trust.

Finally, the bibliometric mapping using VOSviewer was restricted to specific databases, which may have excluded relevant literature outside the chosen scope. Despite these limitations, the study maintains academic credibility by transparently acknowledging shortcomings and provides a foundation for future research to expand upon these findings.

RESEARCH TRANSPARENCY AND ETHICS STATEMENTS

1. Author Contributions:

PP: Conceptualization, Methodology, Data Collection, Data Analysis, Writing – Original Draft, Visualization, Review and Editing.

NH:Supervision.

HH:Supervision

2. Funding:

No funding: This research and publication of the article received no specific funding from any party.

3. Conflict of Interest:

No conflict of interest: The authors declare that they have no conflict of interest related to the research and publication of this article.

4. Research Ethics:

The study did not involve any intervention, biological specimens, vulnerable groups, or sensitive personal data. Participation was voluntary, and the confidentiality of the respondents was maintained.

5. Use of Artificial Intelligence (AI):

No Use of AI. The authors declare that generative AI was not used in the preparation of this article.

References

- Alamro, Mohammad Qwaider, Hosseini, Seied Beniamin, & Farooq, Ayesha. (2019). *Organizational Agility and HRM Practices: Theoretical Framework and Perspective*. Retrieved from <https://scispace.com/papers/organizational-agility-and-hrm-practices-theoretical-4ldjlfpxpz>
- Albrecht, Simon L., Dalton, Jack R., & Kavadas, Vicki. (2024). *Employee pro-environmental proactive behavior: the influence of pro-environmental senior leader and organizational support , supervisor and co-worker support , and employee pro-environmental engagement*. (November). <https://doi.org/10.3389/frsus.2024.1455556>
- Amin, Izzat, Zailani, Suhaiza, & Rahman, Muhammad Khalilur. (2020). *Pro-Environmental Behaviours among Frontliner Employees in Oil and Gas Industry: Does Environmental Work Culture Really Matters?* Retrieved from <https://scispace.com/papers/pro-environmental-behaviours-among-frontliner-employees-in-lq7kswurcy>
- Aoki, N. (2020). An experimental study of public trust in AI chatbots in the public sector. *Government Information Quarterly*, 37(4). <https://doi.org/10.1016/j.giq.2020.101490>
- Azhary, Ali, Trisnawati, Alinda Dewi, Palakyah, Ida Yatun, Apriani, Reza, & Cahyani, Anindia Rizkila. (2024). *Pengaruh Publik Relation Terhadap Kepercayaan Publik Dalam Sektor Pelayanan Publik*. Retrieved from <https://scispace.com/papers/pengaruh-publik-relation-terhadap-kepercayaan-publik-dalam-2s7dwix5basx>
- Bhanumathi, P., Hemavathi, P., & S., Vinodh T. (2024). *HR Agility*. Retrieved from <https://scispace.com/papers/hr-agility-uocldnet4tk7>

- Butt, Maryam Javed, Nisar, Qasim Ali, Awan, Amara, & Nasir, Usman. (2024). *Environmentally specific servant leadership and workplace pro-environmental behavior: A dual mediation in context of hotel industry*. Retrieved from <https://scispace.com/papers/environmentally-specific-servant-leadership-and-workplace-7kiihanw4u>
- Cătălina Radu. (2023). *Fostering a Positive Workplace Culture: Impacts on Performance and Agility*. Retrieved from <https://scispace.com/papers/fostering-a-positive-workplace-culture-impacts-on-2yqqslcz4a>
- Elamer, A. A. (2025). Governance dynamics and the human capital disclosure-engagement paradox: a Japanese perspective. *Competitiveness Review*, 35(1), 76–99. <https://doi.org/10.1108/CR-09-2023-0225>
- Ethan Rouen. (2023). *Human Capital Disclosures*. Retrieved from <https://uwaterloo.ca/ctr-sustainability-performance-management/sites/default/files/uploads/documents/human-capital-disclosures.pdf>
- Fatima Shaikh, Gul Afshan and Khalil Ahmed Channa. (2023). https://www.researchgate.net/profile/Fatima-Shaikh-8/publication/376952524_Organizational_commitment_to_sustainability_considering_the_role_of_leadership_green_HRM_and_green_knowledge_sharing/links/6614d796f7d3fc28743ce406/Organizational-commitment-to-sus
- Gesso, Carla Del, & Logo, Lodhi, ; Rab Nawaz. (2025). *Theories underlying environmental, social and governance (ESG) disclosure: a systematic review of accounting studies*. Retrieved from <https://www.emerald.com/jal/article-abstract/47/2/433/1243344/Theories-underlying-environmental-social-and?redirectedFrom=PDF>
- Hicklenton, Carol, Hine, Donald W., & Loi, Natasha M. (2019). *Can work climate foster pro-environmental behavior inside and outside of the workplace?* Retrieved from <https://scispace.com/papers/can-work-climate-foster-pro-environmental-behavior-inside-rhw44az98a>
- Hobfoll, Stevan E. (2014). *Conservation of Resources A New Attempt at Conceptualizing Stress*. (August). <https://doi.org/10.1037/0003-066X.44.3.513>
- Iskandar Itan & Sylvia. (2025). *The influence of environmental, social, and governance disclosure on market reaction: evidence from emerging markets*. Retrieved from <https://link.springer.com/content/pdf/10.1007/s43621-025-01085-0.pdf>
- Kashyap, Simran, & Kumar, Pravin. (2024). *Benefits and Relevance of Agile Principle and Sustainable Practise to Modern Organisation*. Retrieved from <https://scispace.com/papers/benefits-and-relevance-of-agile-principle-and-sustainable-3ijl7wt3j9f4>
- Kim-Pong Tam. (2024). *Culture and Pro-Environmental Behavior*. Retrieved from <https://scispace.com/papers/culture-and-pro-environmental-behavior-1h79wzru56bu>
- Kreps, S. E. (2020). Model uncertainty, political contestation, and public trust in science: Evidence from the COVID-19 pandemic. *Science Advances*, 6(43). <https://doi.org/10.1126/sciadv.abd4563>
- Li, Yijing Li and Yannan, & Li, Yannan. (2025). *Enhancing Pro-Environmental Behavior Through Green HRM: Mediating Roles of Green Mindfulness and Knowledge Sharing for Sustainable Outcomes*. Retrieved from <https://www.mdpi.com/2071-1050/17/6/2411>
- Liao, Yunfeng Xing & Yunfeng Xing Mengqi Li & Mengqi Li Yuanhong, & Liao, Yuanhong. (2022). *rust, Identity, and Public-Sphere Pro-environmental Behavior in China: An Extended Attitude-Behavior-Context Theory*. Retrieved from <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2022.919578/full>
- Lin, Long-Sheng, Huang, Ing Chung, Du, Pey Lan, & Lin, Tsai-Fei. (2012). *Human capital disclosure and organizational performance*. Retrieved from <https://scispace.com/papers/human-capital-disclosure-and-organizational-performance-9cij1t70ap>
- Management, Green Project, & Consortium, Agile Business. (2024). *The Agile Advantage in Sustainability Leadership : A New Paradigm for Organizational Success*. (June).

- Mina Westman. (2005). *Organizational Stress Through The Lens of Conservation of Resources (COR) Theory*. [https://doi.org/ISSN: 1479-3555/doi:10.1016/S1479-3555\(04\)04005-3](https://doi.org/ISSN: 1479-3555/doi:10.1016/S1479-3555(04)04005-3)
- Morrison, Randi. (2025). *Society Members Speak! Board and Workforce DEI Practices & Disclosure*. Retrieved from <https://www.societycorpgov.org/blogs/randi-morrison/2025/04/03/society-members-speakboard-and-workforce-dei-pract>
- Neumann, M. (2023). Characterizing the Impact of Culture on Agile Methods: The MoCA Model. *Proceedings 2023 IEEE ACM International Conference on Software and System Processes Icssp 2023*, pp. 81–85. <https://doi.org/10.1109/ICSSP59042.2023.00018>
- Nor Kamariah Kamaruddin. (2022). *Workplace Pro-Environmental Behavior Determinants: A Systematic Literature Review and Preliminary Study*. Retrieved from <https://ieomsociety.org/proceedings/2022rome/322.pdf>
- Olivia Mora Gracia F, Shiddiq Nur Rahardjo. (2025). *The effect of environmental, social, and governance (ESG) disclosure, and intellectual capital on company financial performance*. Retrieved from <https://www.managementjournals.net/assets/archives/2025/vol7issue1/7006.pdf>
- Pixton, Pollyanna, Gibson, Paul, & Nickolaisen, Niel. (2014). *THE AGILE CULTURE LEADING THROUGH TRUST AND OWNERSHIP*. Retrieved from <https://ptgmedia.pearsoncmg.com/images/9780321940148/samplepages/0321940148.pdf>
- Ram, Venkatesh, & Vijayakumar, Dr. T. (2024). *Effects of Agile Adoption on Trust, Knowledge Sharing and Collaboration in IT Organizations*. Retrieved from <https://scispace.com/papers/effects-of-agile-adoption-on-trust-knowledge-sharing-and-paduf063unkl>
- Richard Frankel & S. P. Kothari. (2025). *The economics of ESG disclosure regulation*. Retrieved from https://dspace.mit.edu/bitstream/handle/1721.1/162175/11142_2025_Article_9900.pdf?sequence=1
- S&P Global. (2025). *Performance Analysis of Sustainability Disclosure and Human Capital Development*. (August).
- Saleh, Yaser, & Elamer, Ahmed A. (2025). *Human capital efficiency , corporate sustainability , and performance: Evidence from emerging economies*. (October 2024), 1457–1472. <https://doi.org/10.1002/csr.3013>
- Stefano Magistretti&Daniel Trabucchi. (2024). *Agile-as-a-tool and agile-as-a-culture: a comprehensive review of agile approaches adopting contingency and configuration theories*. Retrieved from <https://link.springer.com/content/pdf/10.1007/s11846-024-00745-1.pdf>
- Suryani, Eny, Hasanah, Nurul, Fauzi, Fadhil Miftah, Suhaedi, Edi, & Cadith, Juliannes. (2024). *Budaya Inovasi: Upaya Membangun Organisasi Publik Yang Agile*. Retrieved from <https://scispace.com/papers/budaya-inovasi-upaya-membangun-organisasi-publik-yang-agile-3zk9cp9yx3>
- Tejedo-romero, Francisca. (2020). *The influence of corporate governance characteristics on human capital disclosure: the moderating role of managerial ownership*. <https://doi.org/10.1108/JIC-03-2019-0055>
- Vana Sabina Fiorini. (n.d.). *Modelos ágeis em recursos humanos: Estudos sobre agilidade organizacional e seus desafios*. 2025. Retrieved from <https://scispace.com/papers/modelos-ageis-em-recursos-humanos-estudos-sobre-agilidade-4wjwrfiesfug>