

Research Article

Building Value Through Governance, Responsibility, and Sustainability

Ines Permata Dewi^{1*}, Lies Zulfiati²

^{1,2} Master's Program in Accounting, Indonesian College of Economics (STEI), Jakarta

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Abstract

This study aims to examine whether the Independent Board of Commissioners, Board of Directors, CSR, and environmental performance influence company value. This study uses a quantitative research method with an associative approach. The population of this study is manufacturing companies listed on the Indonesia Stock Exchange for the 2021–2024 period. The sample was selected using a purposive sampling method and comprised 31 companies, yielding 124 observations. The results of this study show that the Independent Board of Commissioners has a negative influence on company value, as indicated by a negative coefficient. The Board of Directors' influence on company value is accepted. The influence of CSR on company value is accepted. The higher the intensity and quality of a company's CSR activities, the greater the value reflected in investors' and other stakeholders' perceptions. The influence of environmental performance on company value is accepted. The managerial implications of this study indicate that companies need to strengthen substantive implementation of GCG, not just formal compliance.

Keywords: Corporate Values, Independent Board of Commissioners, Board of Directors, Corporate Social Responsibility, Environmental Performance

JEL Classification: G34, M14, Q56

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Corresponding author: Ines Permata Dewi (inespermatadewi@gmail.com)



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1. Introduction

In the contemporary business environment, companies are no longer assessed solely by their financial performance but also by how effectively they implement principles of good corporate governance (GCG), corporate social responsibility (CSR), and environmental performance (EP). These three dimensions have become critical indicators of a firm's long-term sustainability and market value (Lestari & Zulaikha, 2021). The phenomenon of fluctuating company values, particularly in Indonesia's manufacturing sector, has raised concerns about the extent to which governance quality, social accountability, and environmental care influence investor perception. According to Brigham and Houston (2018), company value represents shareholders' wealth reflected in the firm's stock price. In Indonesia, manufacturing firms still face governance challenges, environmental violations, and inconsistent CSR practices, which have drawn investor scrutiny (Sutanto et al., 2024).

From a theoretical standpoint, the relationship between governance and firm value is grounded in agency theory, which suggests that conflicts between management and shareholders can reduce firm performance if not managed through effective governance structures (Jensen & Meckling, 1976). The existence of independent commissioners and a strong board of directors can serve as a monitoring mechanism to align managerial actions with shareholder interests (Malik, 2022). However, previous studies have yielded inconsistent findings: while some report a positive relationship between GCG and firm value, others find insignificant or even adverse effects (Sari et al., 2021; Lestari & Zulaikha, 2021). This inconsistency suggests a potential research gap in understanding how governance mechanisms operate under different industrial contexts and time frames.

Corporate Social Responsibility (CSR) has also evolved as a strategic factor influencing company reputation and financial outcomes. CSR not only fulfills legal and ethical expectations but also strengthens stakeholder trust and enhances long-term value creation (Effendi, 2016; Buallay, 2019). In Indonesia, companies are legally obligated under Law No. 40 of 2007 to conduct CSR activities as part of sustainable development. Nevertheless, empirical results remain mixed. While some research indicates that CSR disclosures positively impact firm value (Lestari & Zulaikha, 2021), others show no significant relationship due to weak implementation or limited public awareness (Sutanto et al., 2024). These inconsistencies highlight the need for further examination of CSR's effectiveness as a value driver in the Indonesian context.

Environmental performance, measured by the PROPER rating system developed by the Ministry of Environment, is another vital determinant of company value (Zainab & Burhany, 2020). Firms that achieve higher PROPER ratings gold or green are perceived as more responsible and legitimate by society, thereby enhancing investor confidence (Sapulette & Limba, 2021). However, some studies report that good environmental performance does not always translate into improved financial outcomes, especially in industries where consumers are less sensitive to environmental issues (Asjuwita & Agustin, 2020). Thus, further research is needed to verify whether environmental performance consistently influences firm value across industries and time periods.

Based on these findings, the current study aims to examine the effect of Good Corporate Governance, Corporate Social Responsibility, and Environmental Performance on firm value among manufacturing companies listed on the Indonesia Stock Exchange during 2021–2024. This research contributes to the literature by providing updated empirical evidence from panel-data regressions in EViews, which offers greater robustness than earlier studies that used simpler statistical tools. The novelty of this study lies in integrating the three dimensions governance, social responsibility, and environmental performance within a unified analytical framework to explain better variations in firm value in Indonesia's manufacturing sector. The findings are expected to provide companies with managerial implications for enhancing transparency, accountability, and sustainability practices, as well as serve as a reference for policymakers in formulating governance and environmental regulations.

Despite the extensive body of literature on governance, CSR, and sustainability, the Indonesian food-and-beverage manufacturing subsector remains underexplored, even though it is one of the most environmentally intensive and consumer-facing industries. This sector is characterized by high water usage, waste generation, and close interaction with local communities, making it especially sensitive to governance quality, social legitimacy, and environmental compliance. Prior studies typically aggregate manufacturing firms, thereby obscuring sector-specific dynamics and producing inconsistent results. Moreover, most existing research treats governance, CSR, and environmental performance as parallel predictors of firm value, without clarifying the mechanisms by which these dimensions jointly shape market perceptions. This study addresses that gap by re-testing the relationships in the post-pandemic period (2021–2024) within the food-and-beverage industry and empirically examining a new integrative mechanism: that firm value in this sector is driven not merely by formal compliance, but by the *substantive alignment* between board effectiveness, credible CSR engagement, and verifiable environmental performance. By focusing on this alignment, the study moves beyond fragmented effects. It explains how sustainability-

oriented governance becomes a signaling device that reduces information asymmetry and reshapes investor valuation in a high-impact manufacturing context.

2. Literature Review and Hypothesis

Literature Review

Good Corporate Governance (GCG)

Good Corporate Governance (GCG) is a system and structure for directing and controlling a company, ensuring accountability, transparency, fairness, and responsibility toward stakeholders (KNKG, 2006). Based on agency theory (Jensen & Meckling, 1976), GCG serves to minimize conflicts between managers (agents) and shareholders (principals) by implementing mechanisms such as independent commissioners, audit committees, and professional boards of directors. When properly executed, these mechanisms improve management oversight, reduce information asymmetry, and increase investor trust (Shleifer & Vishny, 1997).

Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) refers to a company's voluntary actions to integrate environmental and social concerns into its business operations and stakeholder interactions (WBCSD, 2000). According to stakeholder theory (Freeman, 1984), firms must consider the interests of all parties affected by their operations, not only shareholders. Additionally, legitimacy theory (Dowling & Pfeffer, 1975) states that organizations engage in CSR to gain legitimacy and align their activities with societal norms and expectations.

Environmental Performance (EP)

Environmental performance is defined as the company's ability to manage its environmental impact effectively, including pollution control, waste management, and energy efficiency (Sapulette & Limba, 2021). The concept is closely related to the triple bottom line theory (Elkington, 1997), which emphasizes that companies should balance economic, social, and environmental goals. Firms with good environmental performance not only comply with regulations but also build legitimacy and enhance their corporate reputation (Ghozali & Chariri, 2007).

Firm Value

Firm value reflects the market's perception of a company's worth, often indicated by stock price performance and financial ratios such as Tobin's Q (Brigham & Houston, 2018). From the perspective of investors, firm value represents confidence in management's ability to generate sustainable profits. The integration of GCG, CSR, and environmental performance can influence firm value both directly and indirectly through enhanced transparency, reputation, and stakeholder trust (Buallay, 2019). Lestari and Zulaikha (2021) found that firms that implement all three dimensions simultaneously tend to achieve higher market valuations.

Hypothesis

Independent Commissioner and Firm Value

Independent commissioners play a vital role in ensuring effective corporate governance by monitoring management decisions and protecting shareholders' interests. According to the agency theory, independent commissioners function as a monitoring mechanism to reduce agency conflicts between principals (shareholders) and agents (managers) (Jensen & Meckling, 1976). A strong presence of independent commissioners is expected to improve transparency, prevent opportunistic behavior, and enhance investor confidence, which ultimately increases firm value (Amaliyah & Herwiyanti, 2019).

Empirical evidence, however, presents mixed findings. Dewi and Nugrahanti (2017) found that independent commissioners improve financial reporting quality, thereby increasing firm value. Similarly, Malik (2022) and Sari et al. (2021) documented that the proportion of independent commissioners positively influences firm value in manufacturing and industrial firms. Conversely, Lestari and Zulaikha (2021) reported that the independent board does not have a significant impact

on firm value, while Pratiwi and Noegroh (2022) found a negative association, suggesting that too many independent commissioners may slow decision-making and reduce efficiency.

H1: Independent Commissioner has a significant effect on Firm Value.

Board of Directors and Firm Value

The board of directors is responsible for formulating corporate strategies, ensuring efficient resource allocation, and supervising managerial activities. According to agency theory, a competent and effective board mitigates information asymmetry and managerial opportunism, thereby improving firm performance (Monks & Minow, 2011). The larger the board size and the more diverse its members, the greater the potential for knowledge exchange and better decision-making (Sukandar & Rahardja, 2014).

Empirical studies also reveal different conclusions. Kartikasari (2017) and Malik (2022) found that board size has a positive and significant influence on financial performance, which in turn enhances firm value. Jao et al. (2022) supported this, indicating that a larger board provides broader perspectives and better strategic oversight. However, Febrina and Sri (2022) and Pradipta et al. (2022) found no significant relationship, suggesting that overly large boards can create communication inefficiencies and slower decision-making.

H2: Board of Directors has a significant effect on Firm Value.

Corporate Social Responsibility and Firm Value

Corporate Social Responsibility (CSR) refers to a company's commitment to operate ethically, contribute to economic development, and improve the quality of life of employees, local communities, and society at large (Kholis & Azizul, 2020). According to legitimacy theory, companies engage in CSR activities to gain legitimacy and social approval from stakeholders (Dowling & Pfeffer, 1975). Firms with strong CSR practices tend to attract positive public perception, reduce business risk, and enhance investor trust factors that can improve firm value (Arianti & Putra, 2018).

Recent studies support this perspective. Lestari and Zulaikha (2021) and Miladeny and Damayanthi (2022) found that CSR disclosure has a positive and significant impact on firm value, indicating that socially responsible companies gain competitive advantages. However, Sutanto et al. (2024) reported that CSR does not significantly affect firm value, citing the low quality of CSR disclosures and investors' tendency to prioritize short-term financial gains. Similarly, Asyari and Hernawati (2023) argued that CSR benefits may be realized only in the long term, making its short-term impact on firm value less visible.

H3: Corporate Social Responsibility has a significant effect on Firm Value.

Environmental Performance and Firm Value

Environmental performance refers to a firm's ability to manage and minimize the environmental impact of its operations. The legitimacy theory suggests that companies can maintain social legitimacy by demonstrating environmental responsibility (Ghozali & Chariri, 2007). In Indonesia, environmental performance is often evaluated through the government's PROPER program, which categorizes companies into five performance levels: gold, green, blue, red, and black (Sapulette & Limba, 2021). Firms with higher PROPER ratings are perceived as more environmentally responsible, which can enhance their reputation and attract investors (Zainab & Burhany, 2020).

Empirical research shows varying results. Studies by Evita and Syafruddin (2019), Zainab and Burhany (2020), and Siregar and Miraza (2022) found that environmental performance positively affects firm performance and value. In contrast, Meiyana and Aisyah (2019) and Asjuwita and Agustin (2020) found no significant effect, suggesting that environmental initiatives often require substantial costs that may not immediately translate into financial benefits. Nevertheless, as sustainability awareness grows, firms demonstrating strong environmental performance are increasingly valued by socially responsible investors.

H4: Environmental Performance has a significant effect on Firm Value.

Conceptual Framework

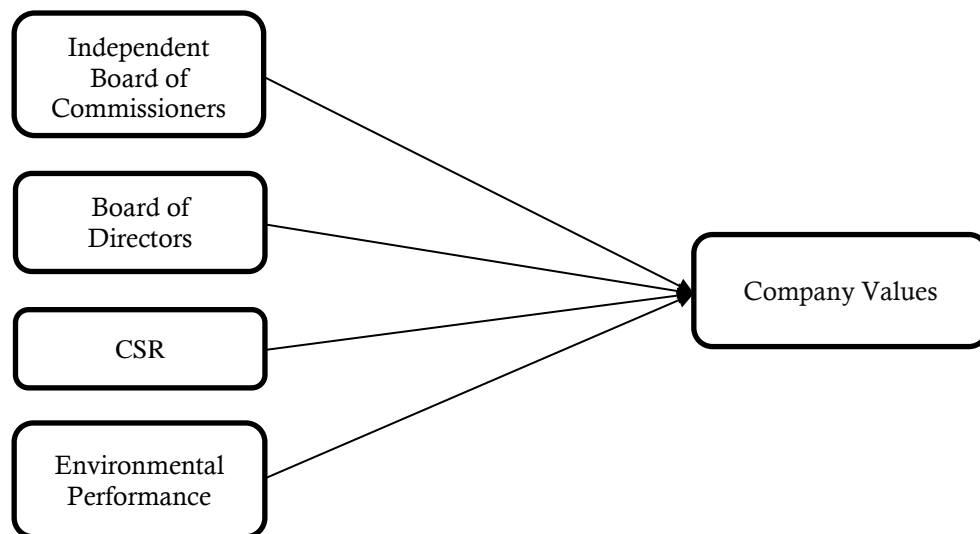


Figure 1. Conceptual Framework

3. Data and Method

Research Strategy

This research is quantitative using an associative causality approach. The associative causality approach is a research method used to analyze the causal relationship between two variables: the independent variable, which influences, and the dependent variable. This research aims to examine the relationship between variables; therefore, the researcher considers this approach appropriate.

Research Population and Sample

A population is a general area consisting of objects or subjects with a certain quantity and characteristics determined. The population in this study is all manufacturing companies listed on the Indonesia Stock Exchange for the period 2021–2024. The sample is a subset of the population's size and characteristics. Purposive sampling is a method of selecting samples based on specific characteristics and considerations.

Data and Data Collection Methods

Data

The data used in this study are secondary, including annual financial reports and sustainability reports from food and beverage manufacturing companies listed on the Indonesia Stock Exchange. The data observation period is four years, from 2020 to 2024.

Data Collection Method

The data collection method used in this study is documentation. Data obtained in this study came from books, online journals from Google Scholar, and the Indonesia Stock Exchange website in the form of company annual financial reports for the period 2020–2024.

Data Analysis Method

Defines data analysis as the process of systematically searching for and compiling data obtained from interviews, field notes, and documentation. This involves organizing the data into categories, breaking it down into units, synthesizing it, arranging it into patterns, selecting what is important and what will be studied, and drawing conclusions so that both the individual and others easily understand the data. The data analysis technique used in this study was quantitative, processed using Eviews 12.

4. Results

Normality Test

The normality test is used to determine whether the data distribution in this study is normal. This research employs the Jarque-Bera test, which assesses the skewness and kurtosis of the residuals to evaluate normality. The decision criteria are as follows: if the Jarque-Bera probability value is greater than the significance level ($\alpha = 5\%$), the data are normally distributed; otherwise, they are not.

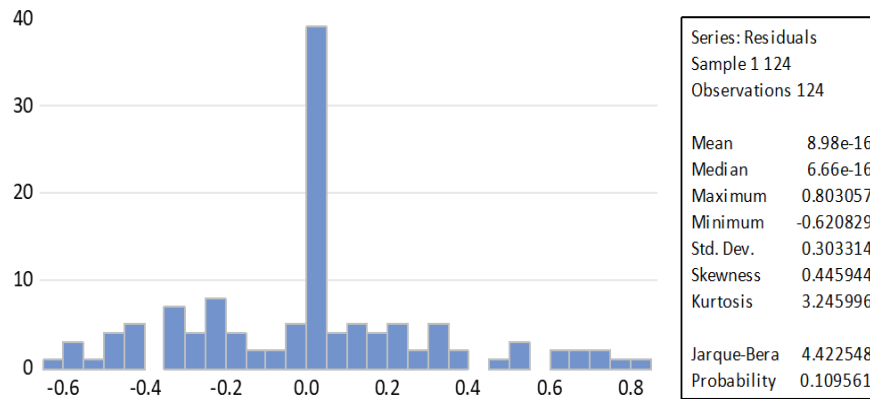


Figure 2. Normality Test Results

In Figure 2, we can see that the results of the normality test using the Jarque-Bera method yielded a p-value of 0.109561. Because the Jarque-Bera probability value is $> \alpha = 5\%$, the data are normally distributed.

Autocorrelation Test

The autocorrelation test determines whether there is a correlation between the residual errors at time t and those at time $t-1$. This study employs the Lagrange Multiplier (LM) test, also known as the Breusch–Godfrey test, to detect autocorrelation in the regression model. The decision-making criteria are as follows: if the probability value of ObsR-squared is greater than the significance level ($\alpha = 5\%$), it indicates that the data do not experience autocorrelation; conversely, if the probability value of ObsR-squared is less than the significance level ($\alpha = 5\%$), it suggests that autocorrelation exists within the model.

Table1. Autocorrelation Test Results

F-statistic	0.51463	Prob. F(2,116)	0.5992
Obs*R-squared	1.081213	Prob. Chi-squared(2)	0.5824

Source: Processed Data (2025)

Table 1 shows that the Breusch-Godfrey normality test yielded a p-value of 0.5824. Since the Breusch-Godfrey probability value is $> \alpha = 5\%$, the data do not exhibit autocorrelation.

Multicorrelation Test

The multicollinearity test assesses whether the independent variables in a regression model are highly or perfectly correlated. This study employs the Variance Inflation Factor (VIF) test to detect multicollinearity. The decision criteria are as follows: if the VIF value exceeds 10, it indicates the presence of multicollinearity, meaning that the independent variables are highly correlated with each other; conversely, if the VIF value is less than 10, it suggests that no multicollinearity problem exists, and the regression model can be considered reliable for further analysis.

Table 2. Multicorrelation Test Results

Variable	Coefficient		
	Variance	Uncetered VIF	Centered VIF
X1	0.957162	14.26914	1.040874
X2	0.008249	17.98559	1.075436
X3	0.461883	15.63980	1.048634
X4	0.015988	23.24516	1.075561
C	0.750221	54.45056	NA

Source: Processed Data (2025)

In Table 2, we can see that the results of the multicorrelation test using the VIF (Variance Inflation Factor) method, variables X1,

Heteroscedasticity Test

The heteroskedasticity test assesses whether the variance of residuals differs across observation periods. This study uses the White test to detect heteroskedasticity. The decision-making criteria are as follows: if the probability value of ObsR-squared is greater than the significance level ($\alpha = 5\%$), it indicates that there is no heteroskedasticity problem in the regression model; conversely, if the probability value of ObsR-squared is less than the significance level ($\alpha = 5\%$), it suggests that heteroskedasticity occurs, meaning the variance of residuals is not constant across observations.

Table 3. Heteroscedasticity Test Results

F-statistic	1.505047	Prob. F(14,109)	0.1211
Obs*R-squared	20.08725	Prob. Chi-square(14)	0.1274
Scaled explained SS	211.0487	Prob. Chi-square(14)	0.0000

Source: Processed Data (2025)

Table 3 shows that the heteroscedasticity test using the White method yields a probability value of 0.1274 for Obs*R-squared. Since the p-value for Obs*R-squared is greater than $\alpha = 5\%$, heteroscedasticity is not present in the data.

Partial test (t Test)

The partial test (t-test) is used to determine whether each independent variable comprising the independent commissioner, board of directors, environmental performance, and corporate social responsibility individually influences the dependent variable. The decision criterion for the partial test is based on the t-statistic's significance level (probability). If the probability value is less than $\alpha = 5\%$, the independent variable partially has a significant effect on the dependent variable. Conversely, if the p-value of the t-statistic is greater than $\alpha = 5\%$, it indicates that the independent variable does not have a significant partial effect on the dependent variable.

Table 4. Hypothesis Testing

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-0.008249	0.311681	-2.570454	0.0119
X1	-1.312973	0.370736	-3.541531	0.0006
X2	0.174579	0.034158	5.110988	0.0000
X3	1.047849	0.252380	4.151869	0.0001
X4	0.182802	0.046761	3.909240	0.0002

Source: Processed Data (2025)

Based on the results of the partial t-test presented in Table 4, it can be concluded that all independent variables significantly affect firm value. The independent commissioner variable shows a p-value of $0.0006 < \alpha = 5\%$ and a t-statistic of -3.541531, indicating a significant effect on firm value. The board of directors' variable has a p-value of 0.0000 ($< \alpha = 5\%$) and a t-statistic of 5.110988, indicating a significant influence on firm value. Likewise, the corporate social

responsibility variable shows a p-value of $0.0001 < \alpha = 5\%$ and a t-statistic of 4.151869, indicating a significant impact on firm value. Finally, the environmental performance variable records a probability value of $0.0002 < \alpha = 5\%$ with a t-statistic of 3.909240, confirming that environmental performance also significantly affects firm value.

Determination Test (R²)

The dependent variable can be explained using the coefficient of determination (R²), which indicates the percentage of the independent variable's variance explained.

Table 5. Determination Results

R-squared	0.937406	Mean dependent var	1.292986
Adjusted	0.910475	S.D. dependent var	1.365529
S.E. of regression	0.408575	Akaike info criterion	1.294687
Sum squared resid	14.35630	Schwarz criterion	2.158967
Log likelihood	-42.27061	Hannan-Quinn criter.	1.645778
F-statistic	34.80878	Durbin-Watson stat	1.184969
Prob(F-statistic)	0.000000		

Source: Processed Data (2025)

Table 5 shows that the coefficient of determination generated in the Adjusted R-squared test is 0.910475. The results indicate that the independent board of commissioners, the number of directors, corporate social responsibility, and environmental performance account for 91.04%, while other variables influence the remaining 8.96%.

5. Discussion

The Effect of Independent Commissioners on Firm Value

The results of this study show that independent commissioners have a negative and significant effect on firm value. This finding implies that a higher proportion of independent commissioners may not necessarily increase firm value; in some cases, it may reduce the board's effectiveness due to limited internal understanding or slower decision-making processes. Theoretically, this aligns with the agency theory, which argues that excessive monitoring may lead to inefficiency and communication gaps between management and independent boards.

This result supports the findings of Pratiwi and Noegroh (2022), who found that a higher proportion of independent commissioners tends to lower firm value because of over-monitoring and declining managerial flexibility. Similarly, Sari et al. (2021) found that independent commissioners negatively influence firm value in mining firms listed on the IDX. However, this finding contrasts with Malik (2022) and Sagala and Hadiprajitno (2019), who revealed that independent commissioners can increase transparency and investor confidence, thereby increasing firm value. The mixed results suggest that the impact of independent commissioners depends on how effectively they perform their supervisory role rather than their proportion alone.

The Effect of the Board of Directors on Firm Value

The study finds that the board of directors positively influences firm value, indicating that effective managerial oversight and strategic decision-making contribute to improving corporate performance and shareholder wealth. This supports the view that a larger, more competent board enables a broader range of perspectives and better strategic planning.

This finding is consistent with Kartikasari (2017) and Malik (2022), who demonstrated that board size and effectiveness positively affect financial performance and firm value. Jao et al. (2022) also confirmed that a larger board of directors enhances company performance by improving coordination and decision quality. Furthermore, Febrina and Sri (2022) stated that the presence of an experienced board significantly boosts financial transparency and market trust. These studies highlight that the board's strategic function and managerial expertise play crucial roles in enhancing firm value, especially in the manufacturing sector.

The Effect of Corporate Social Responsibility (CSR) on Firm Value

The study shows that Corporate Social Responsibility (CSR) has a positive and significant impact on firm value. This suggests that companies with higher CSR engagement are perceived more favorably by investors and stakeholders, thereby enhancing their market valuation. This outcome supports the legitimacy theory, which posits that organizations must operate within societal norms and expectations to maintain legitimacy and long-term survival.

These results are consistent with Lestari and Zulaikha (2021), who found that CSR disclosure positively influences firm value in Indonesian manufacturing companies. Miladeny and Damayanthi (2022) also reported that CSR improves company reputation and attracts investors' attention. In addition, Arianti and Putra (2018) found that CSR strengthens customer loyalty and corporate image, indirectly affecting firm value. However, this finding contradicts Sutanto et al. (2024), who found that CSR had no significant impact due to low disclosure quality and weak public awareness. The overall evidence underscores that CSR effectiveness depends not only on implementation but also on transparency and stakeholder engagement.

The Effect of Environmental Performance on Firm Value

The study demonstrates that environmental performance has a positive and significant effect on firm value. Firms with higher environmental performance scores (as measured by PROPER ratings) tend to attract more investors because of their sustainable image and compliance with environmental standards. This finding aligns with the legitimacy theory, as environmental responsibility enhances corporate legitimacy and long-term stakeholder trust.

This result supports the findings of Zainab and Burhany (2020) and Siregar and Miraza (2022), who concluded that firms with better environmental performance receive higher investor appreciation due to reduced environmental risk. Similarly, Evita and Syafruddin (2019) found that PROPER ratings positively affect firm value in environmentally sensitive industries. On the contrary, Meiyana and Aisyah (2019) and Asjuwita and Agustin (2020) found no significant impact, suggesting that the short-term financial benefits of environmental initiatives might not yet be visible. Nevertheless, the consistency of positive associations in recent studies indicates that environmental management is increasingly recognized as a key factor in enhancing firm reputation and value creation.

6. Conclusion

This study concludes that governance structures, social responsibility, and environmental performance significantly shape firm value in Indonesian food and beverage manufacturing companies. Empirical results show that the proportion of independent commissioners negatively affects firm value, whereas the board of directors, CSR, and environmental performance positively and significantly affect firm value. These findings indicate that firm value in this sector is not driven solely by formal governance structures, but by the effectiveness of managerial leadership and the market's perception of sustainability practices. The positive roles of CSR and environmental performance confirm that investors increasingly reward firms that demonstrate social legitimacy and environmental responsibility. Managerially, companies should prioritize the functional effectiveness of boards, strengthen strategic capacity at the director's level, and ensure that CSR and environmental initiatives are implemented substantively and communicated transparently. Such practices enhance market confidence and contribute directly to higher firm valuation, especially in industries with high social and environmental exposure.

From a managerial perspective, the results of this study imply that companies need to strengthen the effectiveness of the independent board of commissioners' oversight function by considering the competence and experience of its members, ensuring they not only meet formal requirements but also contribute to corporate strategy. Management needs to ensure the board of directors has the capability and synergy to make strategic decisions. Furthermore, companies are advised to improve the quality of their CSR disclosures and ensure that their social activities are targeted and relevant to community needs to impact their reputation and stakeholder loyalty directly. In terms of the

environment, companies need to strengthen their commitment to sustainability by improving PROPER performance, energy efficiency, and environmentally friendly programs to attract investors who are increasingly sensitive to sustainability issues.

Recommendation

Companies should operationalize these findings through measurable governance and sustainability targets. Boards should adopt competence metrics, such as requiring at least 70% of commissioners and directors to hold relevant industry or governance certifications and conducting annual performance evaluations tied to strategic KPIs. CSR programs should be aligned with GRI standards, with a minimum disclosure score target of 80% and annual third-party assurance. Environmental management must follow a PROPER improvement roadmap, aiming to achieve at least one rating level increase within 2 years through quantified waste reduction ($\geq 20\%$), energy efficiency gains ($\geq 15\%$), and zero major compliance violations. Progress should be reviewed quarterly and disclosed transparently to investors.

Limitations and avenues for future research

This study is limited to manufacturing companies in the food and beverage sector listed on the Indonesia Stock Exchange from 2021–2024, which may not represent other industries. The use of secondary data and a quantitative approach also restricts deeper exploration of managerial behavior and qualitative insights. Future research could expand the sample, include other sectors, and apply mixed-method or longitudinal approaches for more comprehensive analysis.

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