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# **Reconstruction of Corporate Governance and Sustainability Reporting: Industry Association** as Mediation

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## **ABSTRACT**

This study aims to explore the role of industry associations in reconstructing corporate governance towards sustainability reporting. This study used association industry as intervening Wiyarni., Amin, A., & Kadarusman. (2021). variable. The focus of the research is on Sustainability Reporting: Industry population of this study is 941 companies Mediation. Journal of going public in Indonesia up to 2024, Proceedings, consisting of the manufacturing sector, basic material sector, and service sector. The sample in this study was 112 basic material companies, with observations for 3 years, so the total observations were 336. The collected data were analyzed using a Copyright @ 2025 owned by Author(s). statistical model that has been prepared to test the research hypothesis. This statistical analysis was conducted to evaluate the governance influence of corporate principles on sustainability reporting, taking account the role industry into of associations as mediating parties. The statistical analysis used SmartPls software. The results of this study show that significantly corporate governance influence sustainability reporting. the Industry association in this study is able to corporate mediate the impact of governance on sustainability reporting.

> **Keywords:** Basic Materials Companies, Corporate Industry Governance. Association, Service Companies, Sustainability Reporting

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# INTRODUCTION

Sustainability issues have become a key topic for companies worldwide, as environmental and social concerns increase (Nofianti et al., 2019). Stakeholder pressures and information demands have changed significantly in recent years, and companies are increasingly expected to respond to these demands (Osemeke et al., 2016). The need to provide transparency to stakeholders is driving improvements in reporting quality (Odriozola & Baraibar-Diez, 2017). Due to increasing pressure from various parties, the concept of sustainability reporting has become crucial for companies to ensure business sustainability and effectively manage environmental and social risks, demonstrating their concern and responsibility for the future of their business (Kurniawati, 2023). Sustainability reporting aims to meet the sustainability information needs of stakeholders regarding the economic, environmental, and social impacts of a company's operations (Mion & Adaui, 2020).

The extensive disclosure of sustainability reports is inseparable from the implementation of good corporate governance. Good corporate governance will help create broader information transparency to add value for investors and stakeholders (Delasari et al., 2022). Corporate governance is the relationship between stakeholders in determining the direction of a company (Wiryakusuma, 2019). Corporate governance is a mechanism and a series of regulations aimed at overseeing the relationship between principals and agents to ensure company performance is carried out with accountability and to prevent fraudulent practices by company management (Mawarni & Muzammil, 2023). Implementing good corporate governance in accordance with applicable regulations will result in a positive investor response to a company's performance and market value. The implementation of corporate governance is one factor that can build and realize a healthy capital market. The presence of information in a sustainability report demonstrates the implementation of corporate governance principles (Riyanda & Syofyan, 2021).

Corporate governance can also be defined as how power is exercised over a corporate entity. This encompasses the activities of the board of directors and its relationships with shareholders or members, with those who manage the company, as well as with external auditors, regulators, and other legitimate stakeholders. Thus, good corporate governance is a system that regulates the relationships between the roles of the board of commissioners, the board of directors, shareholders, and other stakeholders. (Chau & Gray, 2010) and (Shamil et al., 2014) found that the number of board members significantly influences sustainability reporting practices. The number of board members significantly influences the quality of sustainability disclosures, with larger boards tending to be more effective because they are less likely to be influenced by management or external forces (Adams, 2013) & (Dienes et al., 2016). In addition to the number of board members, the expertise of the board also influences the quality of sustainability reports.

The financial expertise of the board of commissioners represents the quality of board members related to educational qualifications, industry experience, and age of board members. (Umukoro et al., 2019) found that industry experience alone is insufficient to address broad issues in corporate governance models. (Umukoro et al., 2019) found that financial education, combined with industry experience, positively influences corporate information disclosure, especially issues related to sustainability reporting. Research in psychology shows that educational diversity improves disclosure quality (Olojede et al., 2020) and (Uwuigbe et al., 2017). Therefore, it can be concluded that managerial educational background significantly influences how organizations disclose environmental, social, and economic issues (Chiu & Wang, 2015). In addition to the board of commissioners, the audit committee, a key element of corporate governance, is also linked to sustainability reporting.

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(Al-Najjar, 2011) stated that audit committees play a crucial role in the quality of sustainability reporting. Furthermore, (Haji & Anifowose, 2016) and (Sharma et al., 2009) also examined how audit committee size supports sustainability disclosure. The results of these tests indicate a relationship between audit committees and sustainability reporting. Empirically, the size or number of audit committees has been shown to play a role in organizational reporting (Cornett et al., 2009). The financial literacy of audit committees is also crucial for ensuring the quality of corporate sustainability reports. (Haji, 2015) and (Erin et al., 2019) stated that financial literacy for all audit committee members can ensure good quality financial reporting. In addition to the audit committee's financial literacy, the number of audit committee meetings also affects the quality of financial reports. The frequency of audit committee meetings indicates a desire to fulfill responsibilities (Lawrence et al., 2000). Some researchers argue that the frequency of audit committee meetings is an indication of the committee's activeness in increasing effectiveness (Karamanou & Vafeas, 2005) & (Lawrence et al., 2000) & (Wu et al., 2012). The results of research by (Karamanou & Vafeas, 2005) indicate that audit committees that meet regularly have sufficient time to effectively carry out their important role in oversight.

In addition to corporate governance, proxied by the board of commissioners and audit committee, this study also includes industry associations as a mediator of the influence of corporate governance on sustainability reporting. Industry associations play a crucial role in encouraging and facilitating sustainability reporting among their members. They can act as catalysts for change by providing guidance, training, and a platform for sharing best practices related to sustainability reporting. In addition, associations can help their members understand and implement relevant sustainability standards and ensure consistency in reporting. Industry associations can significantly influence sustainability reporting, both directly and indirectly. Industry associations can encourage their members to adopt sustainable practices and disclose sustainability-related information in their reports. Furthermore, industry associations can play a role in developing sustainability reporting standards and guidelines relevant to specific industries.

## LITERATURE REVIEW

#### **Sustainability Reporting**

A sustainability report is a report containing information on financial performance and non-financial information related to social and environmental activities that support a company's sustainability. Beyond profit, a company must also consider people and the planet if it wants to maintain its viability. This means that in addition to pursuing profit, a company must also pay attention to and participate in fulfilling the welfare of the people and preserving the environment (planet) (Clarissa & Rasmini, 2018). (Dewi et al., 2023) state that a sustainability report is a report prepared by a company or organization that describes the economic, environmental, and social impacts of its daily operations. A sustainability report can showcase the principles and style of organizational governance, as well as the relationship between strategy and global economic commitments.

Sustainability report disclosure and the extent of sustainability report disclosure are two related concepts but have distinct meanings. Sustainability report disclosure refers to the act of providing information to the public about an organization's economic, environmental, and social performance (Putri & Firmansyah, 2023) and (Trianaputri et al., 2019). On the other hand, the extent of sustainability report disclosure involves a comprehensive and detailed level of transparency in reporting sustainability issues (Putri & Firmansyah, 2023) & (Trianaputri et al., 2019). The extent of sustainability report disclosure has become a major focus of corporate attention in recent decades. This is

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due to the increasing demands from various stakeholders for corporate transparency and accountability regarding sustainability issues (Dewi et al., 2023).

Disclosure of a sustainability report is inseparable from the implementation of good corporate governance within the company. Implemented corporate governance must comply with company regulations and policies. In conducting its business, a company must supervise, control, and review its activities. Therefore, good corporate governance is crucial for its survival (Delasari et al., 2022). The extent of sustainability report disclosure can be measured using the Sustainability Report Disclosure Index (SRDI), which, according to (Dewi et al., 2023), assigns a score of 1 for disclosed indicators and 0 for undisclosed indicators. Next, calculate all scores obtained by each company and divide by the number of indicators contained in the GRI Standards.

# **Corporate Governance**

Corporate governance is a crucial pillar of the economy. Corporate governance encompasses the relationships between stakeholders in determining the direction a company will take (Wiryakusuma, 2019). Essentially, corporate governance is about how power is exercised over a corporate entity. This encompasses the activities of the board of directors and its relationships with shareholders or members, with those who manage the company, as well as with external auditors, regulators, and other legitimate stakeholders. Theoretically, the implementation of corporate governance can increase company value, as indicated by improved financial performance (Ngaziz & Mulya, 2021). In their research, (Darmansyah et al., 2024) found that corporate governance, regulatory compliance, and company size influence a company's risk management. The findings of this study support the importance of developing good governance and adhering to applicable procedures for implementing more effective risk management. Furthermore, the larger the company, the greater the focus on risk management for a more effective organization.

Corporate governance is a process and structure used to direct and manage business and company activities towards increased business growth and corporate accountability. According to the General Guidelines for Good Corporate Governance in Indonesia, cited in (Wahyudi, 2021), Good Corporate Governance is based on the principles of transparency, accountability, independence, and fairness and equality. Some indicators used to measure corporate governance include the audit committee, the board of directors, and the independent board of commissioners.

The audit committee is a committee formed and responsible to the board of commissioners to assist in carrying out the duties and functions of the board of commissioners (OJK Regulation No. 55/PJOK.04/2015). One of the audit committee's duties and responsibilities is to improve the quality of financial disclosure and reporting (Purnama & Handayani, 2021). The use of audit committee indicators in sustainability report disclosures relates to the company's oversight and risk management. The audit committee plays a crucial role in ensuring the company's compliance with regulations and policies related to financial reporting and adherence to financial reporting standards.

The board of directors is one of the most important and distinctive aspects of both board dynamics and the overall performance of corporate governance practices, overseeing the company's business activities (Alabdullah et al., 2021). The board of directors is part of a company that has the authority and responsibility to manage the company's needs, in line with the company's aims and objectives, and acts as the company's representative, both inside and outside the court, in accordance with the provisions of the articles of association. The board of directors is responsible for ensuring that the company's operations are carried out in accordance with applicable laws and

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regulations, and the board of directors is also responsible for obtaining the company's legitimacy from the public and from stakeholder policies (Simamora et al., 2022).

An independent board of commissioners is an integral part of good corporate governance. The independent board of commissioners plays a role in overseeing the work of the board of directors. Therefore, if the independent board of commissioners performs optimally, it can impact the company's financial performance due to the strict oversight carried out by the independent board of commissioners. Independent commissioners can provide independent oversight of the sustainability report disclosure process, ensuring that the information provided is objective and accurate. Furthermore, the involvement of an independent board of commissioners can increase the credibility of the sustainability report in the eyes of external stakeholders, such as shareholders, regulators, and the public (Tarigan & Semuel, 2015).

#### RESEARCH METHOD

The purpose of this study is to reconstruct the relationship between corporate governance and sustainability reporting by involved the industry association as mediator. Based on this purpose, this study used quantitative approach, especially causal associative research. This study has 3 variables, namely independent variables (corporate governance), dependent variable (sustainability report), and intervening variable (industry association). The corporate governance in this study consists of Board of Commissioners and Audit Committee. Sustainability report in this study is measured by Sustainability Report Disclosure Index (SRDI). The formula of SRDI is [(total items disclosed / ideal number of items disclosed) X 100%]. Industry association in this study is measured by number of members of this association. The type of data used in this study is secondary data. The secondary data used are financial reports that can be downloaded directly from the Indonesia Stock Exchange website and sustainability reports that can be downloaded from the company's official website. The population of this study is 941 companies going public in Indonesia up to 2024, consisting of the manufacturing sector, basic material producing sector, and service sector. The sample in this study was 112 basic material companies, with observations for 3 years, so the total observations were 336. The data analysis tool in this study used Structural Equation Modeling-Partial Least Squares (SEM-PLS) using SmartPLS software version 4.0. SEM data analysis consists of two stages, better known as a two-step approach, allowing for confirmation of the measurement model and evaluation of the structural model.

## **RESULTS**

#### **Evaluation of Measurement Models**

Evaluation of the measurement model was conducted using validity and reliability tests. Validity tests were conducted to determine the validity of the instruments used. The construct validity test used in this study was convergent validity, which was measured by observing the average variance extracted (AVE) value. Table 1 below shows the results of the AVE.

Table 1. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Board of Commissioners	0.687
Board of Directors	0.565

Source: Data processed by SmartPLS version 4

In this study, audit committees, industry associations, and the sustainability report disclosure index (SRDI) did not have AVE values because these variables only have one

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indicator. The AVE values for the board of commissioners and board of directors were greater than 0.50, indicating good convergent validity.

Reliability indicates the extent to which a measurement result is relatively consistent when repeated two or more times. The method used to measure reliability in this study is composite reliability. Table 2 below shows the results of the composite reliability test.

Table 2. Composite Reliability

	Composite Reliability	
Board of Commissioners	0.810	
Board of Directors	0.714	

Source: Data processed by SmartPLS version 4

The board of commissioners and board of directors have Composite Reliability values greater than 0.70. This indicates that each item measuring these variables is consistent/reliable.

#### **Structural Model Evaluation**

Structural model evaluation was performed using the R-Square value. R-Square is used to determine the extent to which exogenous variables explain endogenous variables. The R-Square values from this study can be seen in Table 3 below.

Table 3. R-Square

	R - Square	Adjusted R – Square
Industry Association	0.198	0.155
SRDI	0.173	0.112

Source: Data processed by SmartPLS version 4

The R-Square value of the Industry Association is 0.198. This means that the board of commissioners, audit committee, and board of directors are able to influence the industry association by 19.8%, while the remaining 80.2% is influenced by other variables not the focus of this study. This influence can be categorized as weak. Furthermore, the R-Square value for the sustainability report variable or SRDI is 0.173. This means that the board of commissioners, audit committee, board of directors, and industry association are able to influence the disclosure of sustainability reports by 17.3% and the remaining 82.7% is influenced by other variables not discussed in this study. Similarly, the industry association value is included in the low category.

Furthermore, the results of the direct and indirect influence of the board of commissioners, audit committee, and board of directors on sustainability reporting can be seen in the following table.

Table 4. Direct and Indirect Effect

	Original	P Values
	Sample	
	(O)	
Audit Committee -> Industry Association	0.436	0.002
Board of Commissioners -> Industry Association	0.337	0.003
Board of Commissioners -> SRDI	0.346	0.008
Board of Directors -> Industry Association	0.254	0.009
Board of Directors -> SRDI	0.331	0.027
Industry Association -> SRDI	0.171	0.044
Audit Committee -> SRDI	0.449	0.002
Audit Committee -> Industry Association -> SRDI	0.277	0.009

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Board of Commissioners -> Industry Association -> SRDI	0.370	0.006
Board of Directors -> Industry Association -> SRDI	0.293	0.013

Source: Data processed by SmartPLS version 4

The results of testing the direct and indirect influence of the board of commissioners, audit committee, and board of directors in Table 4 above can be explained as follows:

- 1. The audit committee in this study significantly influences industry associations. This is indicated by the original sample value of 0.436 and the P-value of 0.002 (less than 0.05). These results indicate that the more members and meetings held by the audit committee, as well as the expertise possessed by the audit committee, the more information it can provide to industry associations to develop better policies and standards.
- 2. The board of commissioners has a positive and significant influence on industry associations with an original sample value of 0.337 and a P value of 0.003. These results indicate that the more members of the board of commissioners, the more they can influence industry associations in making decisions related to improving quality in the industry.
- 3. The results of the study indicate that the board of commissioners has a significant influence on sustainability reporting with an original sample value of 0.346 and P Values of 0.008 (smaller than 0.05). The results of this study are consistent with previous research in the sustainability reporting literature (Chau & Gray, 2010), (Shamil et al., 2014). The findings of (Chau & Gray, 2010) and Shamil et al. (2014) indicate that larger board size contributes to higher quality sustainability reporting.
- 4. The board of directors in this study significantly influences industry associations with an original sample value of 0.254 and a P value of 0.009. The more board members there are, the more they can influence the role and policies made by industry associations.
- 5. The number of board members, the number of meetings, and the educational qualifications of the board of directors significantly influence sustainability disclosure (SDRI). The original sample value for this relationship is 0.331 with a P value of 0.027. Therefore, it can be concluded that the more board members and meetings held by the board of directors, the better the quality of the sustainability report.
- 6. Industry associations in this study significantly influence sustainability reports. The original sample value was 0.171 and the P value was 0.044. This means that the more industry association members there are, the more suggestions are provided to improve the quality of sustainability reports.
- 7. The relationship between the audit committee and sustainability reporting has an original sample value of 0.449 and a P-value of 0.002. This means that the audit committee has a significant influence on sustainability reporting. The audit committee is responsible for upholding corporate governance ethics and overseeing the financial reporting process. A strong audit committee will carry out an effective oversight function to ensure that management complies with regulations related to sustainability reporting. The results of this study are supported by (Al-Najjar, 2011), who showed that a large audit committee provides more monitoring resources and therefore can better monitor the quality of sustainability reporting.
- 8. The results of this study indicate that industry associations are able to mediate the influence of audit committees on sustainability reports. This mediation effect has an original sample size of 0.277 and a P value of 0.009 (less than 0.05). This means that the better the quality of the audit committee, the greater the role of industry associations in improving the quality of sustainability reports.

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9. The mediating role of industry associations in the relationship between the board of commissioners and sustainability reports has an original sample value of 0.370 and a P value of 0.006. Thus, it can be concluded that the more members of the board of commissioners, the more they can influence industry associations in making decisions and will subsequently have an impact on sustainability reports.

10. Similar to the board of commissioners, the relationship between the board of directors and sustainability reporting can be mediated by industry associations. This mediation effect is 0.293 and is also significant, with a P-value of 0.013 (less than 0.05). A large board of directors can influence industry associations, which in turn impacts the quality of sustainability reporting.

# DISCUSSION

This study aims to examine the mediating role of industry associations in the relationship between governance and sustainability reporting. Corporate governance in this study is measured by the board of commissioners, audit committee, and board of directors. The results of this study indicate that the board of commissioners has a significant influence on sustainability reporting. This finding supports agency theory, which explains that the presence of commissioners as an independent party can influence agency costs. Companies need a party that can function as an internal supervisory board, namely the board of commissioners, to minimize conflicts and agency costs. The presence of independent commissioners is expected to improve the performance of other commissioners in carrying out internal controls and supervising the performance of the board of directors to ensure that it aligns with the company's objectives. The presence of a board of commissioners serving as a supervisory party can incur monitoring costs. Therefore, shareholders need to manage agency costs and monitoring costs effectively by increasing monitoring costs and reducing agency costs, thus creating low costs for both. This is done to achieve good corporate governance and improve the quality of information disclosed in sustainability reports. A high proportion of independent commissioners can encourage the level of sustainability report disclosure. The results of this study align with research conducted by (Shamil et al., 2014), which explains that independent commissioners have a positive and significant influence on sustainability report disclosure.

The audit committee in this study was measured by the number of audit committee members, the number of meetings held, and the number of audit committee members with financial or accounting education qualifications. The results of this study indicate that the audit committee significantly influences disclosure in sustainability reports. The audit committee's role in sustainability report disclosure is related to the oversight and management of corporate risk. The audit committee plays a crucial role in ensuring the company's compliance with regulations and policies related to financial reporting and adherence to financial reporting standards. Furthermore, the audit committee is also responsible for ensuring the company's internal control system is effective and efficient. Therefore, the audit committee's role in the extent of sustainability report disclosure is to provide useful information to external parties, such as investors and creditors, in assessing the quality of sustainability report disclosure and the reliability of the financial information presented by the company. Therefore, the audit committee in this study can help understand the relationship between corporate governance and the extent of sustainability report disclosure. (Mallorca & Manansala, 2025) in their study stated that audit quality increases trust in ESG disclosure.

In this study, the board of directors significantly influenced sustainability report disclosure. Experienced directors with expertise in finance and accounting tended to promote better sustainability report disclosure. They possessed broader resources and

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perspectives to understand the importance of sustainability reporting and encourage greater transparency. The board of directors played a key role in overseeing and directing the company. The board of directors is also responsible for ensuring that the company operates sustainably and is accountable for the social and environmental impacts of its business activities. The board of directors is a key element in driving sustainability reporting disclosure. Their experience, expertise, and commitment to sustainability issues significantly impact the quality and quantity of information disclosed in a company's sustainability report. Research by (Noor et al., 2024) shows that board directors' accounting and/or financial experience positively influences the quality of sustainability reporting.

Industry associations in this study significantly mediate the influence of corporate governance on sustainability reporting. Industry associations play a crucial role in bridging the relationship between corporate governance and sustainability reporting. Industry associations help align corporate governance practices with sustainability principles and facilitate the preparation and submission of comprehensive and transparent sustainability reports. Industry associations can develop guidelines, standards, or frameworks that assist members in implementing good governance practices and preparing relevant sustainability reports. Furthermore, through industry associations, members can share experiences, best practices, and knowledge related to sustainability governance and reporting. This helps members learn from each other and improve their overall performance. (Fitriasari, 2023) explains that corporate environmental disclosure is necessary to demonstrate to stakeholders the company's awareness of broader interests and accountability through socially responsible behavior.

#### CONCLUSION

This study aims to examine the influence of corporate governance on sustainability reporting. This study also includes industry associations as a mediator of the influence of governance on the extent of sustainability report disclosure. The results show that governance represented by the board of commissioners, audit committee, and board of directors has a significant influence on sustainability report disclosure. Industry associations in this study significantly mediate the influence of corporate governance on the quality of companies' sustainability reports.

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