Ismi Rajiani

Menulis Artikel Jurnal Internasional
& Konferensi Internasional

Editor : Ersis Warmansyah Abbas

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dan

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Kulit Dalam

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Pengantar Editor

Ersis Warmansyah Abbas

Buku Menulis *Artikel Jurnal Internasional dan Konferensi Internasional* dari artikel-artikel Ismi Rajiani yang dipublikasikan pada berbagai jurnal atau dipresentasikan pada berbagai konferensi, merupakan buku kedua Ismi Rajiani yang saya editori setelah sebelumnya, buku *Menulis Artikel Jurnal Internasional Merangkai Makna Membaca Pikiran Editor*. Membukukan dua kumpulan tulisan (artikel) Ismi Rajiani dalam dua tahun menandakan aktivitas tinggi Ismi Rajiani berkarya, sendiri atau bersama. Ismi Rajiani telah mempublikasikan lebih dari 80 artikel bereputasi internasional.

Saya mengenal Ismi Rajiani tahun 2017 setelah diperkenalkan Prof. Sutarto Hadi, Rektor ULM 2014-2022, setelah "memaksa" saya menjadi profesor. Ismi Rajiani "memotivasi" dengan membawa ke berbagai seminar internasional sembari menulis beragam artikel, dan atau, menulis artikel untuk diterbitkan pada berbagai jurnal internasional bereputasi, sendiri atau bersama. Alhamdulillah, memenuhi persyaratan untuk mendapatkan jabatan profesor.

Dalam pada itu, Ismi Rajiani merupakan dosen Pendidikan IPS FKIP ULM, yang sebagaimana dosen lainnya, saya paksa menulis berbagai hal dan menerbitkan buku. Dapat dikategorikan, buku *Artikel Jurnal Internasional dan Konferensi Internasional* ini sebagai pemenuhan kewajibannya, menulis minimal satu buku dalam setahun. Untuk itu sebagai Koordinator Program Studi Pendidikan IPS FKIP ULM saya mengapresiasi terbitnya buku ini sekaligus sebagai editor. Tentu saja, harapan saya, artikel dan buku Ismi Rajiani sekaligus sebagai motivasi bagi dosen-dosen muda Program Studi Pendidikan IPS FKIP ULM untuk menulis, menulis dan terus menulis. Menulis adalah helaan nafas akademis.

Saya menyadari, dalam memilih artikel-artikel Ismi Rajiani, tentulah bukan dalam pilihan sempurna atas berbagai pertimbangan. Saya memilih artikel yang mana Ismi Rajiani sebagai penulis pertama dalam "lautan" artikel-artikelnya yang ditulis bersama. Semogalah berbagai kekurangan tidak mengurangi kebermaknaan buku ini.

Saya berharap, buku *Artikel Jurnal Internasional dan Konferensi Internasional* bermanfaat adanya dan berkah.

Aamiin Ya Rabbal Alamin.

Banjarbaru, 7 Mei 2023

Prof. Datuk CH, Dr. Drs. **Ersis Warmansyah Abbas**, BA. M.Pd.

Pengantar Penulis

Ismi Rajiani

Bismillahirrahmanirrahim.

Alhamdulillah. Buku *Artikel Jurnal Internasional dan Konferensi Internasional* sebagai kumpulan artikel-artikel saya yang dipublikasikan di berbagai jurnal internasional bereputasi dan dipresentasikan pada berbagai konferensi internasional yang dieditori Prof. Ersis Warmansyah Abbas telah diterbitkan menjadi buku. Buku ini merupakan buku kedua saya yang dieditori Prof. Ersis. Untuk itu saya mengucapkan terima kasih.

Bagi saya buku ini unik tersebab, Prof. Ersis mengambil jalan berkebalikan dengan buku pertama. Buku pertama, *Menulis Artikel Jurnal Internasional Merangkai Makna Membaca Pikiran Editor*, memilih artikel terbitan terbaru dalam memotivasi agar menjadi masukan dan pertimbangan bagi penulis artikel pemula dengan maksud artikelnya "dipahami" editor untuk diterbitkan. Buku, *Artikel Jurnal Internasional dan Konferensi Internasional* memilih artikel-artikel masa awal saya menulis pada skala akademik internasional semasa mendosen di Universiti Teknikal Malaysia Melaka, Malaysia. Prof. Ersis menapaktilasi tulisan-tulisan saya.

Tentu saja hal tersebut dimaksudkan sekaligus untuk melacak perkembangan kepenulisan saya dalam bingkai, sesuatu tidak menjadi seketika, *abrakadabra*. Menulis adalah proses berkelanjutan, aplikasi sikap istiqamah dalam konteks belajar, belajar, dan terus belajar. Dalam dunia akademis, tulisan merupakan roh akademik dan menulis adalah nafasnya. Begitu kata-kata Prof. Ersis.

Saya berterima kasih atas diterbitkannya buku ini, terutama kepada Prof. Ersis. Semogalah buku *Artikel Jurnal Internasional dan Konferensi Internasional* bermanfaat adanya.

Semogalah berkah. Aamiin YRA.

Banjarbaru, 7 Mei 2023

Dr. **Ismi Rajiani**, S.Pd., MM.

DAFTAR ISI

Daftar Isi

1. Implementing the Green HRM in Indonesian Manufacturing Companies

Ismi Rajian, Tumirin, And Andi Rahmad Rahim

ABSTRACT

The buzzing world of sustainability has led to soaring growth of literature on green marketing, green accounting, green retailing, green supply chain management and green general management. Green Human Resource Management (GHRM) studies on how this field contributes to preserving the environment are hardly found. The polarization between "best fit" and best practice in HRM make measuring human resource management output challenging. Drawing on the classical Ability Motivation Opportunity (AMO), the framework is used to emphasize the necessity of employees to possess abilities, motivation and be allowed to perform. Structural Equation Modelling (SEM) is used to spot the terrain for further study on green human resources management in the Indonesian setting. As most innovations are related to technology, this study highlights GHRM practices as a management innovation in responding to the current trend shifting from pro-economic to pro-social then pro-environment. Under the AMO concept, this study scrutinizes the necessity to initiate GHRM practices in manufacturing companies of Indonesia, mainly those located in East Java Province. Finally, the model is expected to support the national policy in reducing carbon emission as promised by the Indonesian authority in the 2009 G20 summit in Copenhagen.

Keywords: AMO, green human resources, implementation, manufacturing

INTRODUCTION

Recently management scholars show more significant concern about the sustainability of the environment proved with the tremendous growth of research literature on green marketing (Groening et al., 2018), green accounting (Bartelmus, 2018), green retailing (Adhikari et al.,2019), and green supply chain (Khan et al.,2018). While these management thinkers are currently immersed in assessing their expertise on contributing to making a world a better place to live in, HRM academia and experts seem reluctant to come to the arena. Therefore, it is difficult to highlight the management of people issues when reviewing GHRM (Saeed et al., 2019).

In the context of Indonesia, the National Green Policy accentuates development in the area of energy, building, water and waste management and transportation as forms of product innovation. However, the progress remains slow even though various incentives have been disseminated. As such, it is time now to observe the management innovation as, in most cases, companies' success story depends on technology innovation and management innovation (Rajiani & Ismail, 2019). Since marketing should be done both in external (customer-based) and internal (employers-based), the model that develops will support the existing government policy by providing the model on organizational HRM green practices as management innovation for it is hard to convince employees to behave pro-environmental unless it is started from within. With this analogy, there is a space for GRHM practice as a management innovation to support government policy.

While many types of research observing success factors in technology innovation consistently overlooked the effect of country culture (Skare & Blaževiæ Buriæ, 2021), still few researchers researched management innovation-defined as the overview of first-hand or considerably enhanced administrative procedures (Amarakoon et al., 2018), leading to environmental sustainability. However, Rajiani & Norain (2019) contended that management innovations are usually hard to study as obtaining necessary data on this might be full of twists and turns. This is because innovation for sustainable development in human resources requires amendment and adoption in the

current organizational practices (Roscoe et al., 2019). Thus, GHRM implementation at a company in streaming towards a more friendly environmental organization will face the reluctance of employees to change, less attention both conceptually and empirically than in technology and the lack behind compared to other business studies in sustainability. As a result, our perception of the antecedents and effects of green human resources management implementation on business performance remains restrained.

Due to the popularity of the Ability Motivation Opportunity (AMO) theory in postulating the effect of HRM practices on organizational performance (Marin-Garcia & Thomas, 2016), the approach is then used to highlight the respective issues. Under AMO theory, HRM is exerted by boosting employers' ability by enticing and developing employees to become high-performers, augmenting employees' motivation and commitment by giving conditional rewards, conducting effective performance management, and providing an opportunity for employees to involve in knowledge-sharing and problem-solving activities. Thus, the researchers propose the following propositions:

1. Developing green abilities will affect green human resources management implementation.
2. Motivating employees to be green practiced compliance will affect green human resources management implementation.
3. Providing green opportunities will affect green human resources implementation.
4. Since environmental involvement is, in general, one of the most longstanding and most researched areas of HRM, providing green opportunities is expected to be the most influential determinant of green human resources implementation.

MATERIALS AND METHODS

Design and sample: This study uses quantitative methods of data intending to analyze the specific company's green human resources management innovation practices in the domains of developing green abilities, motivating green employees and providing green opportunities in manufacturing

sectors located in East Java, the most populated province of Indonesia where most factories are situated. The target population of this study is managers in the manufacturing sectors. This region is chosen as, at the moment, it has already started on a route to sustainable urban development reflected in government-directed policies and projects to enhance livability. The province has taken the movement in formulating a wide-ranging approach towards urban sustainability by implementing the Green Technology Blueprint. The writer applies stratified random sampling to obtain a proportional sampling distribution in small, medium and big sized companies.

Using Structural Equation Model (SEM), the rule of thumb is that the minimum is to have at least five times as many observations (Hair et al., 2020). As there were 37 indicators to be tested, a sample of 250 falls within an acceptable sample range.

Measurement: All instruments incorporated in the questionnaire were based on the previous literature analysis. Additionally, all questions were consulted with a panel of scholars and industrial experts to assess the validity of items in the questionnaires. The seven-point Likert-type scales (1: Strongly disagree, 7: Strongly agree) were applied throughout the questionnaire. Green Ability is measured with 12 indicators:

$X1.1$ = Green issues job descriptions

$X1.2$ = Green job candidates

$X1.3$ = Green employer branding

$X1.4$ = Green awareness

$X1.5$ = Green issues in socialization processes

$X1.6$ = Employee training in Environment Management

$X1.7$ = Training for Green jobs

$X1.8$ = Informing Trade union about

$X1.9$ = Green knowledge management

$X1.10$ = Using employees' tacit knowledge in EM

$X1.11$ = Training workshops for managers

$X1.12$ = Green leadership styles

Implementing the Green HRM in Indonesian Manufacturing Companies

In the other hand, Green Motivation is observed through 15 indicators :

    X2.1 = Green performance indicators

    X2.2 = Communication of green schemes

    X2.3 = Setting green targets, goals and responsibilities

    X2.4 = Setting objectives on achieving green outcomes

    X2.5 = Green issues in socialization processes

    X2.6 = Punishment for non-compliance/not meeting EM goals

    X2.7 = Staff suggestions in EM rewarded

    X2.8 = Reward schemes linked to staff gaining EM skills

    X2.9 = Green benefits (transport/travel)

    X2.10 = Financial/tax incentives

    X2.11 = Monetary-based EM reward system

    X2.12 = Monthly managerial bonuses for good EM

    X2.13 = Green targets as part of pension plan for senior staff

    X2.14 = Executive compensation for managers partly based on EM stewardship

    X2.15 = Recognition-based rewards in EM for staff

Green Opportunity is examined with 8 indicators :

    X3.1 = Employee involvement practice in EM

    X3.2 = Encouraging employees to make suggestions for EM

    X3.3 = Increasing employees' psychological empowerment

    X3.4 = Supportive managerial behaviors

    X3.5 = Wider EI in EM underpins the pro-environment culture

    X3.6 = EM education program for union members

    X3.7 = Joint management/union training programmers in EM

    X3.8 = Green union representatives

Finally, the outcome of GHRM implementation is observed through:

    Y1.1 = Efficient use of resources

    Y1.2 = Reduced waste and pollution

Questionnaires and indicators are adopted from previous research (Rajiani et al., 2106) conducted to test the implementation of GHRM in Malaysia. Since management is closely bounded to culture (Minkov, 2018), while Indonesia and Malaysia have cultural proximity for being of the same origin (Rajiani & Pyplacz, 2018), we believe the questionnaires used is fitted the Indonesian context.

SEM includes a series of statistical procedures allowing the assessment of causal relations between latent variables through a set of observed variables. The relationships or effects displayed in the model are justified through an appropriate comprehensive measurement. Schreiber et al. (2006) confirm that the measures enabling justification were, mainly: Chi-square ($\div2$); The Minimum Sample Discrepancy Function ($\div2$ /pdf); Goodness-of-Fit Index (GFI); Adjusted Goodness-of-Fit Index (AGFI); CFI (Comparative Fit Index) and RMSEA (Root Mean Square Error of Approximation). Factor loading is estimated to ascertain discriminant validity by retaining a factor loading of 0.50 or higher in the model (Hair et al., 2020). The coefficient alpha was examined to determine reliability, and those values must be 0.60 or higher (Bonett & Wright, 2015).

However, self-report questionnaires are susceptible to social desirability bias - the tendency of respondents to answer in a more socially tolerable way. To mitigate the problem, Podsakoff et al. (2012) recommended the following steps: (*a*) detect one or more likely sources of method bias, (*b*) manipulate them in the design of the study, and (*c*) test if the hypothesized estimates of the relationships among the constructs generalize across conditions. Sources of method bias are detected by observing the Most Extreme Responses (MRS), which are items with the highest loading factor in Confirmatory Factor Analysis (Mishra,2016). Those items are excluded, and the model is recalculated. When the result displays no significant change in *$\div2$; $\div2$ /df; GFI; AGFI; CFI* and *RMSEA,* then it is concluded there is no social desirability bias.

CONLUSIIONS

This study would like to investigate the relationships among ability, motivation, opportunity and green HRM implementation. There are still not much research done in this area, and the current results are not conclusive. In addition, such analysis have not been carried out in Indonesia up to this point, making a comparison with previous findings unavailable. However, the results could be a starting point that nurturing green ability, motivating employees to be green and providing green opportunity allows firms to be innovative in managing the green workforce. This suggests that organizational capabilities related to environmental management may not necessarily create a competitive advantage. The crucial may be the firm's effort to make effective use of these capabilities in developing GHRM-implementation that contributed to better performance. This indicates how vital the attitudes and decisions of managers are, for they determine to overcome internal barriers to the development of organizational capabilities linking a sound-established AMO theory with GHRM-implementation. This study may have some limitations. First, this study will use cross-sectional data, not a longitudinal sample collected at several points in time to support the findings. Second, only links between limited numbers of constructs will be examined. Therefore, future research should examine additional variables that are likely to influence the explored relationships. Finally, the obtained results will not imply a definitive conclusion about the analyzed relationships and may have limited generalizability due to the industries and geographical specificity of researched sample. Future studies should be expanded to more expansive geographical territories outside of East Java Province so that the findings will be generalizable for the developing country of Indonesia.

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