

024._Javanese_Indonesia_Huma n.pdf

by Ismi Rajiani

Submission date: 24-May-2023 09:08AM (UTC-0400)

Submission ID: 2100822933

File name: 024._Javanese_Indonesia_Human.pdf (1.14M)

Word count: 1785

Character count: 10474

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/347228349>

Javanese Indonesia: Human Resource Management Issues in a Uniquely Collectivist Culture

Article · December 2020

DOI: 10.30819/cmse.4-2.01

CITATIONS

5

READS

271

2 authors:



I. Rajjani

Universitas Lambung Mangkurat

82 PUBLICATIONS 312 CITATIONS

[SEE PROFILE](#)



Sebastian Kot

Czestochowa University of Technology

159 PUBLICATIONS 1,966 CITATIONS

[SEE PROFILE](#)

Some of the authors of this publication are also working on these related projects:



Optimizing the Management System and Ergonomics in Organizations, Appropriate to the Personality of Employees [View project](#)



Special Issue "Responsible Resource Management in Micro and Macro Scale" within Resources journal. [View project](#)

All content following this page was uploaded by I. Rajjani on 15 December 2020.

The user has requested enhancement of the downloaded file.

Ismi Rajiani,¹ Sebastian Kot²

¹*University of Muhammadiyah Gresik (Indonesia),*

²*Czestochowa University of Technology (Poland)*

²*North-West University (South Africa)*

Javanese Indonesia: Human Resource Management Issues in a Uniquely Collectivist Culture

DOI: 10.30819/cmse.4-2.01

ABSTRACT

This study examines the interaction of culture and personality on how Javanese Indonesians mould their commitment by displaying loyalty or neglect behaviours. The hypotheses are tested with Structural Equation Modelling in a sample of 250 government employees. Likeability is revealed as the unique trait of respondents - that they attempt to avoid conflict and maintain harmony. Improper cultural management practices result in employees continuing "business as usual", but their productivity is extremely low.

KEY WORDS

Javanese, personality, culture, loyalty, neglect

Paper received: 11 July 2020 • Paper revised: 18 November 2020 • Paper accepted: 23 November 2020

Ismi Rajiani is currently an Assistant Professor of Management at the University of Muhammadiyah Gresik, Indonesia. Previously, he was with Universiti Teknikal Malaysia Melaka. He has been awarded grants on sustainability issues from Malaysian and Germany Minister of Higher Education. Professor Rajiani authored and co-authored several articles published in reputable journals including *Sustainability* (Switzerland), *Polish Journal of Management Studies* (Poland), and *Acta Montanistica Slovaca* (Slovakia).

Email: ismi.rajiani@umg.ac.id

Sebastian Kot is currently Professor in management and supply chain management in the Faculty of Management, Czestochowa University of Technology. He has over 20 years of teaching, research and managerial experience in higher education. He is the Extraordinary Professor at the School of Economic Sciences of the North-West University, South Africa. He is a Founder and Co-editor of *Polish Journal of Management Studies*. He is a Member of Scientific Board: *Advanced Logistics Systems; Supply Chain Management Journal*.

Email: sebacat@zim.pcz.czyst.pl

References

- Abbas, E. W., Hadi, S., & Rajiani, I. (2018), The prospective innovator in public university by scrutinising particular personality traits, *Polish Journal of Management Studies*, 18(1): 9-19.
- Abdelmoteleb, S. A. (2019), A new look at the relationship between job stress and organisational commitment: A three-wave longitudinal study, *Journal of Business and Psychology*, 34(3): 321-336.
- Akhmad, B. W., Suryadi B., & Rajiani, I. (2020), Communicating the dissatisfaction in workplace among public sector employees: loyalty and neglect as an alternative model of responses, *Polish Journal of Management Studies*, 21(1): 9-21.
- Allen, N. J., & Meyer, J. P. (2000), *Construct validation in organisational behavior research: the case of organisational commitment*, Springer, Boston, MA: Springer.
- Allik, J. (2018), The almost unbearable lightness of personality, *Journal of personality*, 86(1): 109-123.
- Arpaci, I., Baloğlu, M., & Kesici, Ş. (2018), The relationship among individual differences in individualism-collectivism, extraversion, and self-presentation, *Personality and Individual Differences*, 121: 89-92.
- Boyle, G. J., Wongsri, N., Bahr, M., Macayan, J. V., & Bentler, P. M. (2020), Cross-cultural differences in personality, motivation and cognition in Asian vs. Western societies, *Personality and Individual Differences*, 159: 109834.
- Carter, A. E., Al Shwaimi, E., Boschen, M., Carter, G., & George, R. (2019), Influence of culture change on the perception of fear and anxiety pathways in Endodontics: A pilot proof of concept study, *Australian Endodontic Journal*, 45(1): 20-25.
- Dick, H. (2019), The Indonesian economy in transition: policy challenges in the Jokowi era and beyond, *Bulletin of Indonesian Economic Studies*, 55(2): 259-262.
- Geertz, C. (1984), *Culture and social change: the Indonesian case*, Man: 511-532.
- Giordano, P. J. (2019), Culture and theories of personality: Western, Confucian, and Buddhist perspectives, *Cross-Cultural Psychology: Contemporary Themes and Perspectives*: 661-684.
- Hair Jr, J. F., Howard, M. C., & Nitzl, C. (2020), Assessing measurement model quality in PLS-SEM using confirmatory composite analysis, *Journal of Business Research*, 109: 101-110.
- Hayes, A. F., & Coutts, J. J. (2020), Use omega rather than Cronbach's alpha for estimating reliability, But...., *Communication Methods and Measures*, 14(1): 1-24.
- Hill, W. D., Weiss, A., Liewald, D. C., Davies, G., Porteous, D. J., Hayward, C., & Deary, I. J. (2019), Genetic contributions to two special factors of neuroticism are associated with affluence, higher intelligence, better health, and longer life, *Molecular psychiatry*: 1-19.
- Hofstede, G., & Fink, G. (2007), Culture: organisations, personalities and nations. Gerhard Fink interviews Geert Hofstede, *European Journal of International Management*, 1(1-2): 14-22.
- Hogan, R. (2002), The Hogan personality inventory, Big five assessment: 329-351.
- Hogan, R., & Sherman, R. A. (2020), Personality theory and the nature of human nature, *Personality and Individual Differences*, 152: 109561.
- Irawanto, D. W., Ramsey, P. L., & Ryan, J. C. (2011), Challenge of leading in Javanese culture, *Asian Ethnicity*, 12(2): 125-139.
- Kunneil J. R., Xavier, B., Waldmeier, A., Meyer, A., & Gaab, J. (2019), Psychometric evaluation of the BFI-10 and the NEO-FFI-3 in Indian Adolescents, *Frontiers in psychology*, 10: 1057.
- Kurowska-Pysz, J., Wróblewski, Ł., Szczepańska-Woszczyzna, K. (2018), Identification and assessment of barriers to the development of cross-border cooperation, In: *Innovation Management and Education Excellence through Vision 2020, Proceedings of the 31st International Business Information Management Association Conference* (pp. 3317-3327), K.S. Soliman (Ed.), Milan: International Business Information Management Association.
- Latif, Y., Harrison, N., & Chu, H. E. (2020), Development and validation of cultural and academic experience questionnaire: A study of East Asian research students at Australian universities, *Education Sciences*, 10(6): 148.
- Liu, Y., Loi, R., & Ngo, H. Y. (2020), Linking organisational social exchange to intention to leave: Does normative commitment matter?, *The International Journal of Human Resource Management*, 31(13): 1663-1683.

- Magnis-Suseno, F. (2015), *Javanische Weisheit und Ethik: Studien zu einer östlichen moral*, Berlin: Walter de Gruyter GmbH.
- Mamahit, F. Y. (2020), *Abangan Muslims, Javanese Worldview, and Muslim-Christian relations in Indonesia*, Transformation: 0265378820965602.
- Marchalina, L., Ahmad, H., & Gelaidan, H. M. (in press), (2020), *Employees' commitment to change: personality traits and organisational culture*, *Journal of Economic and Administrative Sciences*.
- McCrae, R. R., & Costa, P. T. (2020), *Understanding persons: From Stern's personalistics to Five-Factor Theory, Personality and Individual Differences*: 109816.
- Napathorn, C., & Kuruvilla, S. (2018), *Human resource management in Indonesia, Malaysia, and Thailand*, *Routledge handbook of human resource management in Asia*: 333-354.
- Naus, F., Iterson, A.V. and Roe, R. (2007), *Organisational cynicism: Extending the exit, voice, loyalty, and neglect model of employees' responses to adverse conditions in the workplace*, *Human Relations*, 60(5): 683-718.
- Nunnally, J. C., & Bernstein, I. H. (1994), *Validity*, *Psychometric theory*, 3: 99-132.
- Ocampo, A. C. G., Reyes, M. L., Chen, Y., Restubog, S. L. D., Chih, Y. Y., Chua-Garcia, L., & Guan, P. (2020), *The role of internship participation and conscientiousness in developing career adaptability: A five-wave growth mixture model analysis*, *Journal of Vocational Behavior*: 103426.
- Passakonjaras, S., Hartijasti, Y., & Rajiani, I. (2019), *Servant leadership: an empirical study of Indonesian managers across different ethnic groups*, *Polish Journal of Management Studies*, 20(2): 391-402.
- Park, H. H., Wiernik, B. M., Oh, I. S., Gonzalez-Mulé, E., Ones, D. S., & Lee, Y. (in press), (2020), *Meta-analytic five-factor model personality intercorrelations: Eeny, meeny, miney, moe, how, which, why, and where to go*, *Journal of Applied Psychology*.
- Rajiani, I., & Kot, S. (2018), *The prospective consumers of the Indonesian green aviation initiative for sustainable development in air transportation*, *Sustainability*, 10(6): 1772.
- Rajiani, I., & Pyplacz, P. (2018), *National culture as modality in managing the carbon economy in Southeast Asia*, *Polish Journal of Management Studies*, 18(1): 296-310.
- Riana, I. G., Suparna G., Suwandana, I.G.M., Kot, S., and Rajiani, I. (2020), *Human resource management in promoting innovation and organisational performance, Problems and Perspectives in Management*, 18(1): 107-118.
- Rupidara, N. S., & Darby, R. (2017), *Institutional influences on HRM in the Asian business environment: the case of Indonesia*, *Journal of Asia Business Studies*, 11(3): 262-277.
- Sabino, A., Nogueira, F., & Cesário, F. (2019), *An extension to the EVLN model: The role of employees' silence*, *Management Research: Journal of the Iberoamerican Academy of Management*, 17(3): 266-282.
- Salgado, J. F., Moscoso, S., & Alonso, P. (2013), *Sub-dimensional structure of the Hogan personality inventory*, *International Journal of Selection and Assessment*, 21(3): 277-285.
- Schunk, D. H., & DiBenedetto, M. K. (2020), *Motivation and social cognitive theory*, *Contemporary Educational Psychology*, 60: 101832.
- Smederevac, S., Mitrović, D., Sadiković, S., Riemann, R., Bratko, D., Prinz, M., & Budimlija, Z. (2020), *Hereditary and environmental factors of the Five-Factor Model traits: A cross-cultural study*, *Personality and Individual Differences*, 162: 109995.
- Sroka, W., Vveinhardt, J. (2020), *Nepotism and favouritism: how harmful are these phenomena?*, *Forum Scientiae Oeconomia*, 8(2): 79-91.
- Suryadi, B., Mulyaningsih, H. D., & Rajiani, I. (2019), *Managing inefficiency of participatory budgeting by investigating the dark side personality of managers*, *Polish Journal of Management Studies*, 19(2): 385-394.
- Sutarto, A. (2006), *Becoming a true Javanese: A Javanese view of attempts at Javanisation*, *Indonesia and the Malay World*, 34(98): 39-53.
- Tharp, D. T., Seay, M. C., Carswell, A. T., & MacDonald, M. (2020), *Big Five personality traits, dispositional affect, and financial satisfaction among older adults*, *Personality and Individual Differences*, 166: 110211.
- Tofighi, D., & MacKinnon, D. P. (2016), *Monte Carlo confidence intervals for complex functions of indirect effects*, *Structural Equation Modeling: A Multidisciplinary Journal*, 23(2): 194-205.
- Ul Haque, A., Sher, A., Urbański, M. (2020), *Is the role of authentic leadership effective in managing occupational stress and psychological capital?*, *Forum Scientiae Oeconomia*, 8(2): 59-77.

- Wróblewski, Ł., Dacko-Pikiewicz, Z. (2018), Sustainable Consumer Behaviour in the Market of Cultural Services in Central European Countries: The Example of Poland, *Sustainability*, 10: 3856.
- Wróblewski, Ł., Kasperek, A. (2019), Euroregion as an Entity Stimulating the Sustainable Development of the Cross-Border Market for Cultural Services in a City Divided by a Border, *Sustainability*, 11: 2232.
- Yanti, L., & Sri Darma, G. (2020), Cultural management perspective of research gender mainstream success, *International Journal of Business, Economics & Management*, 3(1): 101-107.
- Zotmann, Y., van der Linden, D., & Wyrwa, K. (2019), The relation between country differences, cultural values, personality dimensions, and error orientation: An approach across three continents–Asia, Europe, and North America, *Safety Science*, 120: 185-193.

024._Javanese_Indonesia_Human.pdf

ORIGINALITY REPORT

10%

SIMILARITY INDEX

9%

INTERNET SOURCES

0%

PUBLICATIONS

2%

STUDENT PAPERS

MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

2%

★ www.jois.eu

Internet Source

Exclude quotes On

Exclude matches < 1%

Exclude bibliography On