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BOOK OF ABSTRACT

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Preface

It is my distinct privilege and honour to welcome you to the official proceedings of the **International Conference on Smart Sustainability and Business AI Innovation (ICSSBAI 2026)**. As the Dean of the School of Business and Management at i3L University and a member of the Editorial Advisory Board for this publication, I am deeply proud to present a collection of pioneering research that stands at the very intersection of technological advancement and global responsibility.

Hosted as a flagship hybrid event by the i3L School of Business and Management on April 8, 2026, ICSSBAI 2026 was conceived as a multidisciplinary platform to explore how digital transformation and intelligent systems can drive sustainability across corporate, entrepreneurial, and public sectors. While firmly rooted in business and management, the conference purposefully welcomed insights from life sciences and technology, fostering a truly holistic approach to today's global challenges.

The core thesis of this conference rests on a crucial paradigm shift: AI innovation and sustainability are no longer competing priorities, but deeply interdependent forces. ICSSBAI 2026 serves as a strategic platform to bridge the gap between traditional business management and the 17 United Nations Sustainable Development Goals (SDGs) through the lens of AI and digital transformation.

The papers compiled within this proceeding represents the intellectual rigor of global scholars who answered our call to action, offering actionable insights into automated ESG compliance, circular economy networks, green fintech, and ethical AI governance.

I extend my deepest gratitude to the organizing committee, our international partners, and the dedicated reviewers who ensured the highest academic standard for this volume. Most importantly, thank you to the authors for providing the blueprints for a smarter, more resilient tomorrow.

Dr. Ir. Hj. Yuary Farradia, MSc

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Contents

Committee.....	i
Preface	iv
Contents.....	v
Greener Work, Greater well-being: The Green HRM bridge with Digital Resilience	1
AI-Driven Green Hiring: Using Natural Language Processing to Link Job Descriptions with Sustainability Outcomes in Malaysian Hotels-Conceptual Framework	3
Developing a Malaysian Model of Green Graduate Employability: Bridging the Green Skills Gap between Universities and Industry	5
The Influence of Green Lifestyle on Workplace Pro-Environmental Behaviour	7
The Impact of Green Human Resource Management on Employee Ecological Behavior in Universities.....	9
Harnessing AI and Green HRM for Accelerating the Sustainable Development Goals: A Systematic Literature Review	12
Benchmarking Deep Learning Architectures for Vision-Based Driver Distraction Detection in Driver Monitoring Systems	13
Vehicle-Free Public Space, Unlimited Opportunities: The Impact of Car-Free Day on The Income of Food Vendors in Lumajang Square.....	14
Legal Blueprints for Smart Sustainability: Aligning AI Entrepreneurship with SDG 9	15
Integrating AI with Green HRM for Sustainability: A Multi-Theoretical Model of Creativity and Performance.....	17
Comparison of Profitability Ratios at Gunawan Dianjaya Steel Tbk. With Gunung Raja Paksi Tbk.	19
Green HRM Practices and Sustainable Supply Chain Performance: The Mediating Effect of Green Innovation	20
Green Practices: Practices, Benefits, Challenges and Future Research Directions.....	21
Green Human Resource Management in SMEs: A Sustainability Strategy for Developing Countries	24
An Investigation of Pro-Environmental Behaviour and Sustainable Development in Malaysia	26

Conceptual Model of Digitalpreneur in the Digital Economy Ecosystem: Systematic Literature Review	29
Measuring Sustainability and Inclusive Management Across Cultures: An Etic–Emic Analysis of Malaysia’s Work–Life Balance Ranking	30
Fostering Psychological Safety and Employee Well-being: The Impact of Corporate Mental Health Interventions on Sustainable Human Capital	31
Artificial Intelligence as a Governance Enabler: Linking Tax Compliance and Sustainable Corporate Governance in the Digital Economy	32
How Profitability and Bank Size Shape the ESG Disclosure-Value Relationship: Insights from Indonesian Conventional Banks	33
The Effect of Board of Directors Size, Audit Committee Size, and Female Directors on Financial Distress Moderated by Political Connections (A Case Study of Mining Companies Listed on the Indonesia Stock Exchange, 2021- 2024)	34
Sustainable Leadership and Teacher Performance: Mediating Roles of Work Engagement and Innovate Work Behaviour	35
From Taste to Health: Integrating Health Awareness into TPB for Malaysian Coffee and Tea Preferences	36
Green Organizational Culture and Sustainability-Oriented Innovation as Organizational Enablers of Green Employee Engagement in Indonesian Non- Formal Education	39
Safety First or Safety Myth? Unpacking the Culture Behind Construction Sites	40
The Impact of the Acceleration of Digital Payments (QRIS) on the Velocity of Money and Inflation in Indonesia	44
Innovation for Humanity: How Participation, Purpose, and Safety Enable Change	45
From Digital Maturity to Social Inclusion: Examining the Mediating Role of Digital Literacy.....	49
Contributor	52

Greener Work, Greater well-being: The Green HRM bridge with Digital Resilience

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Abstract

Sustainability is now at the core of organizational strategies with green HRM practices serving as a key mechanism for integrating ecological responsibility into work practices. In addition, employee well-being is currently increasing topic among companies, employers and employees. Green HRM initiatives such as green hiring, green training and sustainable performance systems enhance employee well-being by fostering engagement and a healthier work environment. The need for environmental sustainability has urged organizations to integrate green practices into human resource management (HRM). While traditional HRM emphasizes recruitment, training and performance appraisal, green HRM practices focuses on embedding ecological values in these processes, thus creating a culture of environmental responsibility. Effective green HRM practices encourages employees to adapt sustainable practices by breeding environmental values and develop green skill sets that align with business goals (Al-Sabi et al., 2024). Based on the concept of employee sustainability, this study shows that green HRM practices not only reduce an organization's ecological footprint but also improve employees' psychological, social and occupational well-being (Sharari et al., 2025).

This study also introduces digital resilience as moderating variable which is the ability of employees to adapt to technological disruptions and digital change. Digital resilience enables employees to integrate technology into green practices, maintain psychological stability and reduce the stress of digital transformation. This study proposes a conceptual framework for improving employee well-being (EW) by utilizing the effect of green Human Resource Management (green HRM), employee sustainability (ES) and digital resilience (DR).

Research highlights the need for a holistic approach to incorporate green HRM, coupled with the mediating role of employee sustainability and moderating role of digital resilience in order to achieve positive well-being for employees. To address this, investigation is needed to understand the relationship between green HRM, employee sustainability, digital resilience and employee well-being in Malaysian manufacturing industry. We propose two research objectives: (1) To investigate the relationship between green HRM, employee sustainability, digital resilience and employee well-being. (2) To propose a framework for improving employee well-being towards achieving SDG performance.

This study emphasizes that green HRM practices creates a synergistic relationship where employees become active agents of sustainability while organizations benefit through increased productivity and workforce retention. The study contributes to the literature by incorporating Ability, Motivation and Opportunity theory into sustainability and providing a conceptual framework that helps increasing employee well-being in Malaysia and by building digital resilience, organizations empower employees to embrace green innovations without compromising well-being thus strengthening ecological and human sustainability. It is expected that the finding of this research will shed new insights into developing model for improving employee well-being in the organizations but also produces future-ready and holistically prosperous workforce.

Keywords: Employee Sustainability, Green HRM Practices, Employee Well-being, Digital Resilience

AI-Driven Green Hiring: Using Natural Language Processing to Link Job Descriptions with Sustainability Outcomes in Malaysian Hotels-Conceptual Framework

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Abstract

Sustainability has become a strategic priority within the hospitality industry due to its significant environmental footprint, including high energy consumption, waste generation, and resource utilization. While hotels increasingly promote environmentally responsible operations and eco-friendly branding, sustainability initiatives are rarely examined at the recruitment stage. In particular, little is known about how green signals embedded in job descriptions influence sustainability-related outcomes. This study addresses this gap by examining how green job descriptions contribute to sustainability outcomes within the Malaysian hospitality industry.

The research is grounded in the Job Demands–Resources (JDR) theory, which traditionally explains how job demands and job resources influence employee wellbeing, burnout, and engagement. However, most JDR studies assume that job demands and resources are experienced only after employees join an organization. This study extends the JDR framework to the pre-employment stage by conceptualizing green job descriptions as recruitment signals that communicate anticipated environmental demands and resources to prospective employees.

Methodologically, the study introduces Natural Language Processing (NLP) to analyze sustainability-related signals embedded in hotel job descriptions. Through text mining and keyword extraction, the research identifies environmental competencies, sustainability responsibilities, and green organizational messaging present in recruitment materials. This approach provides an objective measure of environmental job characteristics and addresses the methodological limitation of overreliance on self-reported survey data commonly found in JDR research.

The proposed framework suggests that green job descriptions influence employees perceived environmental demands and resources, which subsequently affect sustainability outcomes such as organizational citizenship behavior for the environment, green service quality, and environmental performance. By integrating green hiring, JDR theory, and NLP methodology, this study contributes theoretically by extending JDR to recruitment signaling, methodologically by introducing objective

text analysis in HR research, and practically by offering insights for hospitality organizations seeking to align hiring practices with sustainability goals.

Keywords: Green Hiring; Green Job Descriptions; Natural Language Processing (NLP); Job Demands–Resources Theory; Sustainability Outcomes; Hospitality Industry; Malaysia

Developing a Malaysian Model of Green Graduate Employability: Bridging the Green Skills Gap between Universities and Industry

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Abstract

The provided document is a conceptual paper examining the links between environmental factors and employee behaviors in organizations amid escalating climate crises. It proposes a framework where environmental knowledge fosters attitudes, awareness, and consciousness, leading to employee ecological behavior (EEB) and enhanced well-being. This expanded abstract summarizes the key elements for clarity and impact. Extreme climate events, like the record-breaking July 2023 heat labeled "global boiling" by UN Secretary-General António Guterres, demand urgent sustainability shifts across sectors. Organizations must integrate environmental strategies into core competencies, including supply chain management and green product design, to build resilience and reputation. Employees play a pivotal role, as their collective actions significantly reduce organizational carbon footprints and boost environmental performance.

Existing studies on EEB focus on isolated factors like knowledge or attitudes in specific industries such as hotels and manufacturing but lack integrated analysis of cognitive-affective dimensions. The combined effects on EEB and its outcomes, such as employee well-being, remain underexplored. This paper fills these gaps by synthesizing antecedents (environmental knowledge, attitude, awareness, consciousness) and linking EEB to multidimensional well-being (life, psychological, workplace). To address these gaps, the paper proposes a comprehensive conceptual framework where environmental knowledge serves as the foundational antecedent factor that influences multiple pathways leading to employee ecological behavior (EEB) and, ultimately, enhanced employee well-being. Specifically, environmental knowledge acts as the primary driver by positively relating to environmental attitude, awareness, and consciousness, thereby establishing itself as the core foundation for all subsequent paths in the model (Propositions 1-3). Building on this base, the intermediate constructs of environmental attitude, awareness, and consciousness then directly foster EEB through distinct mechanisms: stronger pro-environmental attitudes lead employees to adopt concrete actions like energy saving, waste minimization, recycling, and participation in sustainability initiatives (Proposition 4); heightened environmental awareness motivates not only policy compliance but also proactive green innovations and campaigns (Proposition 5) and elevated environmental consciousness reinforces EEB by aligning personal norms, values, and

moral obligations with long-term sustainability goals (Proposition 6). In turn, EEB generates positive outcomes across well-being dimensions by promoting purpose and value alignment, satisfying needs for autonomy, competence, and relatedness, reducing cognitive dissonance, and enhancing social connectedness, job satisfaction, and overall flourishing in life, psychological, and workplace contexts (Propositions 7-9).

This integrated pathway-from antecedent environmental. Knowledge through mediating psychological constructs to EEB and its downstream well-being outcomes-offers organizations a holistic model for cultivating sustainability while simultaneously supporting employee psychological health.

TDB(Theory of Planned Behavior) explains how attitudes and norms predict EEB intentions. SDT(Self-Determination Theory) positioned EEB satisfies autonomy, competence, and relatedness needs, fostering eudaimonic well-being. JD-R (Job Demands-Resources Model) views EEB as a resource mitigating stress and boosting engagement. Knowledge acts as a precursor, enlightening individuals and countering skepticism toward sustainability. The implications and contributions are that organizations can promote EEB through education and training, yielding dual benefits which are sustainability gains and employee fulfillment via value alignment. This integrated model advances literature by connecting cognitive-affective drivers to behavioral-psychological outcomes, offering actionable insights for green HRM and culture. Future empirical validation could explore moderators like leadership or organizational support.

Keywords: Environmental Awareness; Employee Ecological Behaviour; Employee Well-being

The Influence of Green Lifestyle on Workplace Pro-Environmental Behaviour

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Abstract

Sustainable development requires participation from individuals, organisations, and governments to address environmental challenges such as climate change, resource depletion, and pollution. Employees' daily actions in workplaces, including energy use, waste management, and resource consumption, directly affect organisational environmental performance. Pro-environmental behaviour (PEB) refers to actions that reduce negative environmental impacts, such as energy conservation, recycling, and responsible resource management. A green lifestyle, which includes environmentally friendly habits in daily life, may extend into the workplace, influencing behaviour through spillover effects.

Recent studies have highlighted that promoting PEB in the workplace involves both individual and organisational factors. While environmental policies, training, and HRM practices are widely implemented to encourage sustainable behaviour, research suggests that employees' personal habits and lifestyle choices can have an equally, if not more, substantial impact. The integration of lifestyle and professional behaviour can create a reinforcing cycle, where sustainable practices at home support environmentally responsible actions at work, enhancing overall organisational sustainability.

This study follows the framework of Mokhtar & Muhammad (2022) examines how green lifestyle and other environmental factors affect pro-environmental behaviour among public sector employees in Malaysia. Five determinants were considered: (1) environmental commitment, or the sense of responsibility toward protecting the environment; (2) environmental consciousness, representing awareness and concern for environmental issues; (3) green lifestyle, habitual environmentally friendly practices; (4) green self-efficacy, confidence in performing sustainable actions; and (5) green human resource management (HRM) practices, including organisational policies designed to encourage sustainability engagement.

Data were collected via a survey between January and February 2020, targeting 150 public sector employees in Terengganu, Malaysia. A total of 84 usable responses were obtained using convenience sampling. The questionnaire measured all constructs with Likert-type scales. Partial Least Squares Structural Equation Modelling (PLS-SEM) using SmartPLS software was employed to analyse the relationships among variables.

Results showed that green lifestyle had a significant positive effect on employees' pro-environmental behaviour, suggesting that individuals who adopt environmentally friendly habits in daily life are more likely to act sustainably at work. In contrast, environmental commitment, environmental consciousness, green self-efficacy, and green HRM practices did not have significant effects. This indicates that lifestyle may be a more influential determinant of workplace pro-environmental behaviour than attitudes or formal organisational strategies.

The study has several limitations. The cross-sectional design prevents causal conclusions, and reliance on self-reported data may introduce bias. Despite these limitations, the findings provide valuable insights, highlighting the importance of personal habits in promoting workplace sustainability.

From a managerial perspective, organisations should complement formal policies and HRM practices with initiatives that encourage employees to adopt sustainable lifestyles, such as awareness campaigns, workshops, or community projects. Embedding sustainability into both professional and personal routines can foster a lasting pro-environmental culture. Moreover, by linking organisational goals with employees' personal environmental values, companies can strengthen engagement and motivation, resulting in more consistent and effective implementation of green practices.

Further, integrating lifestyle-focused interventions can have long-term benefits for organisational resilience. Employees who internalise sustainable habits are more likely to influence colleagues and contribute to a culture of environmental responsibility, creating a multiplier effect. Such strategies not only enhance environmental performance but also support broader corporate social responsibility objectives, positioning organisations as leaders in sustainability.

In conclusion, the study emphasises the role of green lifestyle as a key driver of pro-environmental behaviour in workplaces. By recognising this influence, organisations can design more effective interventions that align with employees' values and daily practices, supporting broader goals of environmental sustainability and long-term organisational resilience.

Keywords: Environmental Commitment; Environmental Consciousness; Green Lifestyles; Green Self-efficacy; Green Human Resource Management; Pro-environmental Behavior

The Impact of Green Human Resource Management on Employee Ecological Behavior in Universities

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Abstract

Environmental sustainability has become an important issue for organizations around the world, including educational institutions such as universities. Many organizations are now focusing on environmentally friendly practices in order to reduce environmental damage and promote sustainable development. One important approach that organizations can adopt is Green Human Resource Management (Green HRM). Green HRM refers to human resource policies and practices that encourage employees to support environmental sustainability in the workplace. These practices include green recruitment, environmental training, green performance evaluation, and encouraging employees to participate in environmental protection activities. In universities, employees such as academic staff and administrative staff play an important role in supporting sustainability initiatives. Therefore, understanding how Green HRM influences employee ecological behavior is important in promoting environmental responsibility within higher education institutions.

The main purpose of this study is to examine the impact of Green Human Resource Management on employee ecological behavior in universities. Employee ecological behavior refers to the actions and attitudes of employees that help protect the environment while performing their job responsibilities. Examples of ecological behavior include reducing paper usage, saving electricity, recycling materials, and participating in environmental programs organized by the organization. Universities are considered important institutions in promoting sustainability because they not only educate students but also influence society through research, knowledge sharing, and environmental initiatives. By implementing Green HRM practices, universities can encourage employees to develop environmentally responsible behaviors that support sustainability goals.

This study uses a quantitative research method to examine the relationship between Green HRM and employee ecological behavior. Data were collected through a structured questionnaire distributed to academic and administrative staff working in universities. The questionnaire was designed to measure employees' perceptions of Green HRM practices implemented by their institutions and their ecological behavior at the workplace. The survey approach allows researchers to collect information from a group of respondents in a systematic and efficient way. After collecting the responses, the data were analyzed using statistical analysis techniques in order to

identify the relationship between Green HRM practices and employee ecological behavior. This method helps researchers understand whether the implementation of Green HRM can influence employees to behave in a more environmentally responsible manner.

The findings of the study show that Green Human Resource Management has a positive impact on employee ecological behavior. This means that when universities implement environmentally friendly human resource policies and practices, employees are more likely to engage in behaviors that help protect the environment. For example, employees may become more aware of the importance of reducing paper usage, conserving energy, recycling materials, and supporting environmental initiatives at their workplace. Green training programs also play an important role in increasing employees' environmental awareness and knowledge. When employees understand the importance of sustainability and environmental protection, they are more motivated to adopt environmentally friendly practices in their daily work activities.

In addition, the study highlights the importance of creating a supportive organizational culture that encourages sustainability. Green HRM practices can help create a work environment where employees feel responsible for protecting the environment. When environmental values are integrated into human resource policies such as recruitment, training, and performance evaluation, employees are more likely to develop positive attitudes toward sustainability. This can lead to long-term benefits for universities, including reduced environmental impact, improved organizational reputation, and increased awareness of sustainability among employees and students.

The findings of this research also provide important implications for university management and policymakers. University leaders can use Green HRM practices as a strategy to promote environmental sustainability within their institutions. By integrating environmental goals into HR policies and encouraging employees to participate in green initiatives, universities can contribute to environmental protection and sustainable development. For example, management can organize environmental awareness campaigns, provide training programs on sustainability, and reward employees who actively participate in environmental activities. Such initiatives can motivate employees to adopt environmentally responsible behaviors and support the university's sustainability objectives.

However, this study also has several limitations that should be considered when interpreting the results. The data for this research were collected from a limited number of universities, which may limit the generalization of the findings to other institutions or sectors. In addition, the study focuses mainly on employees' perceptions of Green HRM practices rather than examining actual environmental performance. Future research could expand this study by including a larger sample size, examining universities from different regions, or comparing different types of organizations. Researchers may also explore additional factors that influence employee ecological

behavior, such as leadership support, organizational culture, and employee motivation.

Overall, this study contributes to the growing body of literature on sustainable management and human resource management practices. The research emphasizes the importance of Green HRM in encouraging employees to engage in environmentally friendly behaviors. The results suggest that universities can play a significant role in promoting sustainability by implementing green HR policies and creating a culture that supports environmental responsibility. By adopting Green HRM practices, universities can not only improve employees' ecological behavior but also contribute to global efforts to protect the environment and achieve sustainable development.

Keywords: Green Human Resource Management, Employee Ecological Behavior, Universities, Sustainability, Environmental Practices.

Harnessing AI and Green HRM for Accelerating the Sustainable Development Goals: A Systematic Literature Review

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Abstract

Purpose – This systematic literature review aims to synthesize and analyze existing research on the convergence of Artificial Intelligence (AI) and Green Human Resource Management (Green HRM) in accelerating the achievement of the Sustainable Development Goals (SDGs). **Methodology** – Following the PRISMA guidelines, this review analyzes peer-reviewed Scopus-indexed articles published between 2021 and 2025. Thematic analysis was used to identify key themes at the intersection of AI, Green HRM, SDGs, and ESG.

Findings – The analysis reveals five main themes: (1) AI-based Green Recruitment and Talent Management, where AI enhances efficiency in identifying environmentally conscious candidates while reducing carbon footprint through digitalization; (2) ESG Integration and AI Governance, demonstrating how AI strengthens corporate sustainability strategies while requiring robust governance mechanisms; (3) Algorithmic Fairness and Ethical Challenges, with evidence showing that ethical climate, not AI, predicts green talent management effectiveness, and algorithmic bias can undermine SDG 5 and 10; (4) Innovative Governance Frameworks, such as the HITHIRE model, achieving both fairness metrics and sustainability objectives; and (5) Organizational Capabilities and Digital Readiness, where STARA capability positively predicts Green HRM programs and environmental sustainability. The findings also highlight contributions to multiple SDGs, including SDG 3, 4, 8, 9, 12, 13, and 16.

Research Limitations and Implications – This review is limited to Scopus-indexed articles published between 2021-2025, potentially excluding relevant studies from other sources. This review highlights the need for ethical AI governance frameworks that address Green HRM challenges, cross-culturally validate fairness metrics, and integrate participatory AI design approaches that incorporate local values into the design processes.

Originality – This review provides the first comprehensive synthesis of the literature at the intersection of AI, Green HRM, and SDGs, positioning ethical AI governance as an essential bridge between technological innovation and SDG-oriented workforce development.

Keywords: Green HRM, SDGs, ESG, Algorithmic Fairness, Ethical AI, Green Talent Management, Systematic Literature Review.

Benchmarking Deep Learning Architectures for Vision-Based Driver Distraction Detection in Driver Monitoring Systems

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Driver distraction is one of the leading causes of traffic accidents worldwide, as activities such as texting, eating, or interacting with in-vehicle devices can significantly reduce a driver's attention to the road. Advances in computer vision and deep learning technologies have enabled the development of Driver Monitoring Systems (DMS) capable of automatically detecting distracted driving behaviors. However, previous studies indicate that the performance of distraction detection systems largely depends on the model architecture and the characteristics of the dataset used. Therefore, this study aims to conduct a comparative analysis of several deep learning models for detecting driver distraction based on visual data. The study utilizes the public State Farm Distracted Driver Detection Dataset, which contains multiple categories of driver behaviors such as texting, talking on the phone, drinking, and safe driving. Several classification models based on Convolutional Neural Networks (CNN) and modern deep learning architectures are evaluated to assess their performance in detecting driver distraction. The evaluation is conducted using performance metrics including accuracy, precision, recall, and F1-score. The results of this study are expected to identify the most effective model for detecting driver distraction and contribute to the development of more accurate and efficient driver monitoring systems to improve road safety.

Keywords: Driver distraction detection, Deep learning, Computer vision, Driver monitoring system, Model comparison

Vehicle-Free Public Space, Unlimited Opportunities: The Impact of Car-Free Day on The Income of Food Vendors in Lumajang Square

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Abstract

This study aims to analyze the impact of Car Free Day (CFD) activities on the income of culinary vendors in Lumajang Regency's town square and examine the strategies employed by vendors to capitalize on the emerging economic opportunities. This study used a qualitative approach with descriptive methods. Data were collected through observation, in-depth interviews, and documentation of culinary vendors participating in CFD activities. The results indicate that CFD activities have a positive impact on increasing culinary vendors' income. The high number of visitors during CFD is a major factor driving increased sales.

Vendors employ various strategies to attract consumers, such as product variety, affordable prices, friendly service, and innovations in presentation and promotion. However, vendors also face several obstacles, such as intense competition, dependence on the number of visitors, weather factors, and limited facilities.

In addition to its economic impact, CFD also contributes to social aspects, such as increased interaction between vendors and consumers and the economic empowerment of low-income communities. Therefore, CFD activities not only function as public spaces without vehicles but also as temporary economic spaces with significant potential to improve community welfare. This research is expected to provide considerations for local governments in managing and developing CFD activities sustainably.

Keywords: Car Free Day, trader income, culinary traders, public space, informal sector, local economy, business strategy

Legal Blueprints for Smart Sustainability: Aligning AI Entrepreneurship with SDG 9

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Abstract

The world is currently standing at a crossroads where the cold, binary logic of Artificial Intelligence meets the warm, urgent needs of human sustainability. As we move toward the 2030 Agenda, the promise of Sustainable Development Goal 9 (SDG 9), to build resilient infrastructure, promote inclusive industrialization, and foster innovation which is no longer a distant dream but a digital necessity. AI entrepreneurship has become the engine of this transformation, yet it is an engine running without a map. We are witnessing a historic "regulatory lag" where a gap where the lightning speed of code outpaces the deliberate, often slow-moving heartbeat of the law. This creates a dangerous "Wild West" of innovation where progress happens in a vacuum of accountability. For AI to truly align with the global common good, the law must stop being a reactive "brake" on technology and instead become its "moral compass." Smart sustainability is not just about efficient machines. It is about a legal architecture that ensures no one is left behind in the digital dust. At the center of this revolution lies a profound "Identity Crisis" regarding creation and ownership. For centuries, our legal systems were built on the bedrock of human ingenuity. Intellectual Property (IP) was a reward for the human mind. But today, when an algorithm generates a breakthrough design for a sustainable city or a more efficient solar cell, we find ourselves in a legal limbo. If a startup cannot protect the "thoughts" of its AI, the very incentive to innovate for the planet begins to wither. This creates a vacuum of ownership that favors only the tech giants with the resources to navigate ambiguity, effectively silencing the smaller, more agile entrepreneurs who are often the true pioneers of green technology. We must rethink the concept of the "creator" to include the synergy between human intent and machine execution, ensuring that the "Legal Blueprint" of the future rewards innovation that serves SDG 9. Beyond the question of ownership is the even more pressing shadow of "The Accountability Gap." As we integrate AI into our critical national infrastructures—from smart power grids to autonomous transport systems, we are handing over the keys of our society to "black boxes." When a system fails, the current legal path to justice is a maze of confusion. Who takes the responsibility? Is it the coder, the entrepreneur, or the machine itself? A human-centric legal framework refuses to accept "the algorithm did it" as an excuse. To achieve truly resilient infrastructure, we must redefine liability so that it protects the public while allowing entrepreneurs the room to take calculated, visionary risks. We need a system where safety is baked into the code by design, not added as an afterthought in a courtroom. Trust, however, remains the most fragile and valuable currency in this new era. There is a common misconception in the tech world that

privacy laws like the GDPR or the PDPA are "innovation killers." In reality, they are the opposite, they are the pillars of "Social Sustainability." AI is fueled by data, and that data belongs to people. When entrepreneurs treat data governance as a mere bureaucratic hurdle, they erode the very trust required for society to adopt sustainable technologies. A "Smart Sustainability" model views data ethics not as a restriction, but as a strategic asset. By respecting the digital dignity of the individual, AI entrepreneurship gains the social license to operate. The law, in this sense, acts as a bridge between the high-tech ambitions of the few and the fundamental rights of the many. To bridge the gap between "what is possible" and "what is right," we must embrace a new philosophy of governance: "The Living Law." Traditional, static legislation is too brittle for the age of AI. Instead, we need "Regulatory Sandboxes" safe, collaborative spaces where lawmakers and entrepreneurs can work side-by-side to test the impact of new technologies in real-time. This allows the law to learn as fast as the AI does, creating a dynamic feedback loop that protects the public interest without stifling the creative spirit. It is an invitation for the law to become a co-creator of the future, rather than a distant observer.

Keywords: AI Entrepreneurship, SDG 9, Legal Framework, Intellectual Property, , Sustainable Innovation

Integrating AI with Green HRM for Sustainability: A Multi-Theoretical Model of Creativity and Performance

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Abstract

Organizational practices are moving towards the integration of artificial intelligence (AI) in human resource management (HRM) and at the same time increasing the objectives of environmental sustainability. This paper posits a theoretical framework that theorizes the position of AI as an enabling capacity that improves the design and execution of green HRM practices and, in this channel, reinforces the involvement of employees in the creative process engagement (CPE). CPE of problem identification, search and encoding of information, as well as generation of ideas are the proximal processes where sustainability-based HR initiatives are converted into innovative and meaningful organizational results. Within this context, AI enhances the consistency and personalization of green HRM activities as well as real-time feedback, which eventually catalyzes CPE and subsequently sustainably boost business performance (SBP) on environmental, social, and economic scales.

This study combines findings of three theoretical perspectives which are complementary. To begin with, the Resource-Based View (RBV) postulates that AI infrastructure, analytics, and codified green processes of HRM create a resource bundle of value, uncommonness, and inimitable competitive advantage, which places firms in a highly advantaged position. Second, the Dynamic Capabilities (DC) theory focuses on the positive effect of AI integration with the green HRM on the capability of the firm to sense, seize, and reconfigure sustainability opportunities, and CPE is the cognitive behavioral mechanism that transforms the capabilities into innovative outcomes. Third, the logic of Socio-Technical Systems (STS) highlights the need to unify the technical subsystem (AI tools and analytics) and the social subsystem (HR policies, employee autonomy, norms) to go through joint optimization, where AI-enabled HR practices can promote instead of limit creative work.

Based on these theoretical premises, the framework proposed a directional causal path: AI enablement → green HRM → CPE → SBP and a direct relationship between green HRM and SBP. AI would be placed as an upstream input that maximizes the impact and effectiveness of sustainability-based HR practices whereas CPE would be the key mediating process where the practices have performance outcomes. The paper continues the development of the theory by placing AI not on the place of human

creativity, but as an option that reinforces green HRM and directs employee creative activities towards the sustainability issues. In practice, the model calls organizations to develop an AI capability stack that facilitates delivering green HRM services, eliminates everyday friction, liberates employees to engage in creative problem-solving, and increases awareness of sustainability performance by providing timely feedback and making appropriate ethical governance and employee trust.

This framework provides several actionable insights for managers and organizations seeking to enhance sustainability outcomes. First, firms should build AI capability stacks that directly support the delivery of green HRM practices such as adaptive sustainability micro-learning, workflow-embedded green prompts, and real-time environmental performance dashboards. By automating routine tasks and improving informational access, AI frees employees' cognitive bandwidth to engage creatively with sustainability challenges. Second, organizations should intentionally design HRM interventions that stimulate creative engagement, including role-relevant problem-framing exercises, cross-functional collaboration platforms, and recognition systems linked to green innovations. Third, transparency, employee autonomy, and ethical data governance must be prioritized to maintain trust an essential condition for sustained CPE. Finally, firms should make sustainability progress highly visible through timely feedback loops, reinforcing employees' sense of efficacy and motivating continued engagement. Collectively, these practices enable organizations to translate AI-supported HR systems into meaningful environmental impact and stronger, sustainable business performance.

Keywords: AI-enabled HR Practices; Employee Creativity; Resource-Based View; Dynamic Capabilities; Sustainable Business Performance

Comparison of Profitability Ratios at Gunawan Dianjaya Steel Tbk. With Gunung Raja Paksi Tbk.

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Abstract

The steel industry in Indonesia plays a crucial role in supporting national economic development and strategic projects. Financial performance evaluation through profitability ratios becomes essential for assessing company effectiveness in generating profits and managing resources efficiently. This study aims to analyze and compare the financial performance between PT Gunawan Dianjaya Steel Tbk and PT Gunung Raja Paksi Tbk using profitability ratios over the period 2019-2023. This research employs a descriptive quantitative approach using secondary data from annual reports of both companies listed on the Indonesia Stock Exchange. The analysis focuses on five profitability ratios: Return on Assets (ROA), Return on Equity (ROE), Gross Profit Margin (GPM), Operating Profit Margin (OPM), and Net Profit Margin (NPM). Gunawan Dianjaya Steel demonstrates superior financial performance with ROA reaching 10% and ROE of 17% in 2023, compared to Gunung Raja Paksi's ROA of 3% and ROE of 4%. Gunawan Dianjaya Steel also shows higher profit margins, indicating better operational efficiency and cost management. However, both companies experienced volatility during the COVID-19 pandemic period with recovery patterns differing significantly. Gunawan Dianjaya Steel exhibits a growth-oriented strategy with higher volatility but superior profitability, while Gunung Raja Paksi maintains a more conservative approach with consistent but moderate performance. The study reveals that strategic differences significantly impact financial performance trajectories in the steel industry. Companies should balance growth ambitions with operational stability, while investors should align investment choices with their risk tolerance and return expectations.

Keywords: Profitability ratios; steel industry; financial performance; comparative analysis; Indonesian manufacturing

Green HRM Practices and Sustainable Supply Chain Performance: The Mediating Effect of Green Innovation

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Abstract

Increasing awareness of environmental sustainability has encouraged organizations to integrate more sustainable practices into their operations, particularly in human resource management and supply chain management. In this context, Green Human Resource Management (Green HRM) has emerged as a strategic approach that promotes environmentally responsible employee behaviours within organizations. Previous studies have indicated that Green HRM contributes positively to organizational performance and environmental performance. However, empirical research examining the relationship between Green HRM practices and Sustainable Supply Chain Performance remains limited. Moreover, the role of Green Innovation as a mediating mechanism in this relationship has received relatively little attention in existing literature. Therefore, this study aims to examine the relationship between Green HRM Practices and Sustainable Supply Chain Performance by investigating the mediating role of Green Innovation. It is proposed that Green HRM practices, such as green recruitment and selection, green training and development, green performance appraisal, and green reward systems, can enhance an organization's ability to implement Green Innovation. In turn, Green Innovation is expected to improve Sustainable Supply Chain Performance by promoting efficient resource utilization, reducing environmental impact, and strengthening collaboration within sustainable supply chain networks. This study adopts a quantitative research approach using a survey questionnaire distributed to employees or managers in organizations that implement sustainability initiatives. The collected data will be analyzed using Structural Equation Modeling (SEM) to test the proposed relationships among the variables in the research model. The findings of this study are expected to contribute to the existing literature on Green HRM and Sustainable Supply Chain Management while also providing practical implications for organizations in designing human resource strategies that support sustainable supply chain performance.

Keywords: Green Human Resource Management, Green HRM Practices, Green Innovation, Sustainable Supply Chain

Green Practices: Practices, Benefits, Challenges and Future Research Directions

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Abstract

Environmental degradation, climate change, and rapid industrialisation have increased global concern regarding environmental sustainability. Organisations today face growing pressure from governments, stakeholders, and society to adopt environmentally responsible practices. As sustainability becomes a strategic priority, organisations are expected not only to improve financial performance but also to minimise their environmental impact. In this context, Green Human Resource Management (Green HRM) has emerged as an important approach that integrates environmental sustainability into human resource management policies and practices. Green HRM refers to the integration of environmental objectives into traditional HR functions to promote sustainable organisational behaviour. It aims to encourage employees to adopt environmentally responsible attitudes and practices while supporting organisational sustainability goals. By incorporating environmental considerations into HR activities such as recruitment, training, performance evaluation, and reward systems, organisations can build a workforce that actively contributes to environmental protection and sustainable development. The purpose of this paper is to highlight the growing importance of Green HRM, examine how organisations implement green HR practices, and identify key challenges and potential research directions. This extended abstract synthesises findings from existing literature and contextual evidence, particularly focusing on Malaysia and other emerging economies where sustainability practices are gradually evolving. Green HRM practices can be implemented across several HR functions. One important practice is green recruitment and selection, where organisations attract and hire individuals who possess environmental awareness and values that align with the organisation's sustainability goals. By emphasising environmental responsibility during recruitment, organisations can ensure that new employees are supportive of green initiatives. Another important practice is green training and development, which aims to enhance employees' knowledge and awareness regarding environmental issues and sustainable work practices. Training programs may include topics such as energy conservation, waste reduction, and environmentally friendly workplace behaviours. These initiatives help employees understand how their actions can contribute to the organisation's environmental objectives. In addition, green performance management and reward systems can motivate employees to engage in environmentally responsible behaviours. Organisations may incorporate

environmental performance indicators into employee evaluations or provide incentives and recognition for employees who actively support green initiatives. Such practices encourage employees to participate in sustainability efforts and reinforce a culture of environmental responsibility within the organisation. The adoption of Green HRM practices provides several benefits for both employees and organisations. At the employee level, Green HRM can increase organisational commitment, job satisfaction, and pro-environmental behaviour. Employees working in environmentally responsible organisations often feel more motivated and engaged in their work. At the organisational level, Green HRM can improve environmental performance by promoting efficient resource use, reducing waste, and supporting sustainable operational practices. Additionally, organisations that implement green initiatives can strengthen their corporate reputation and attract environmentally conscious customers and employees. Evidence from Malaysia suggests that the adoption of Green HRM practices varies across industries. Some sectors, such as hospitality, manufacturing, higher education, and small and medium enterprises (SMEs), have started to integrate environmental practices into their HR systems. Among these practices, green training and awareness programs appear to be the most commonly implemented initiatives. Factors such as corporate social responsibility (CSR), stakeholder expectations, and top management commitment play an important role in influencing the adoption of Green HRM. Despite its potential benefits, the implementation of Green HRM faces several challenges. Many organisations experience limited managerial support and insufficient financial resources to implement comprehensive sustainability programs. Some organisations also prioritise short-term productivity and financial outcomes over long-term environmental sustainability. In addition, employees may lack the knowledge and awareness required to effectively support environmental initiatives, which highlights the importance of training and organisational support. Another challenge involves integrating environmental objectives into existing HR systems and organisational culture. Resistance to change and weak regulatory enforcement in some developing countries may slow the adoption of Green HRM practices. Therefore, organisations must strengthen leadership commitment and develop effective strategies to promote environmental awareness among employees. Future research can explore several emerging areas related to Green HRM. These include examining the relationship between Green HRM and digital transformation, Industry 4.0 technologies, and Big Data analytics. Researchers may also investigate the role of green leadership in encouraging employee participation in sustainability initiatives. Additionally, further studies are needed to examine the implementation of Green HRM in the public sector and its contribution to circular economy practices. In conclusion, Green HRM plays an important role in aligning human resource management with environmental sustainability goals. By integrating environmental values into HR policies and practices, organisations can encourage environmentally responsible behaviours among employees while improving organisational environmental performance. Although the adoption of Green HRM is still developing in any emerging

economies, it offers significant potential to support sustainable development and long-term organisational success.

Keywords: Green HRM, Sustainability, Employee Green Behaviour, Environmental Performance, Human Resource Practices, Sustainable Development, Malaysia, Emerging Economies

Green Human Resource Management in SMEs: A Sustainability Strategy for Developing Countries

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Abstract

In the twenty-first century, environmental concerns have become increasingly significant across political, social, and business spheres. International climate agreements such as the Paris Agreement have heightened global awareness of sustainability, compelling organizations to adopt strategies that reduce ecological footprints and address green workplace challenges. Pressure from society, governments, and markets has made sustainability not merely an option but a strategic necessity. Organizations that fail to adapt to these demands risk losing competitiveness, reputation, and long-term viability. Green Human Resource Management (GHRM) has emerged as a critical approach in this context. GHRM refers to the integration of environmentally friendly practices into human resource management, including green recruitment, green training, green performance appraisal, green rewards, and cultivating a workplace culture that emphasizes environmental awareness. In large corporations, GHRM has become part of corporate strategy, where HR is no longer seen as a purely administrative function but as a driver of organizational sustainability. Nevertheless, gaps remain in training employees to conserve energy, reduce waste, and promote environmental awareness across all levels of the workforce. The relevance of GHRM within Small and Medium Enterprises (SMEs) in developing countries is equally critical, if not more urgent. SMEs represent the backbone of national economies, contributing substantially to GDP and providing employment opportunities to the majority of the workforce. However, they often face resource constraints, lack formal structures, and operate without systematic sustainability programs. Despite their significant environmental impact, research on GHRM in the SME context remains limited. This raises an important question: how can SMEs integrate GHRM as a practical and effective sustainability strategy? This study adopts a qualitative mini-review approach, analyzing 30 peer-reviewed journal articles. The findings are summarized in two tables: one detailing journal and publisher distribution, and another categorizing articles by subject, objectives, findings, and recommendations. The analysis reveals that GHRM extends traditional HRM by embedding environmentally friendly practices into organizational strategies. Human resources play a pivotal role in supporting environmental management, and employee involvement in decision-making is essential to balance economic growth with ecological responsibility. However, gaps persist in employee training, particularly within SMEs, which often lack access to green technologies and structured

sustainability programs compared to larger corporations. The research gap identified is that most existing GHRM studies focus on large corporations or specific sectors such as healthcare and higher education. SMEs in developing countries remain underexplored, despite their substantial economic contributions and environmental impact. Therefore, this study emphasizes the need to investigate practical GHRM strategies for SMEs, examine government policy support, and evaluate the relationship between GHRM and SME competitiveness. The practical implications for SMEs are clear. By embedding GHRM practices, SMEs can enhance competitiveness through a green image that attracts customers and investors. They can also strengthen organizational resilience by reducing operational costs through energy efficiency and waste management. Furthermore, SMEs can contribute to national sustainability agendas, aligning with the Sustainable Development Goals (SDGs). In developing countries, where SMEs play a crucial role in economic cycles, integrating GHRM can serve as a transformative strategy that supports sustainable development. Future research should focus on several areas. First, the relationship between GHRM and green leadership within SMEs should be examined to understand how leadership styles influence sustainability adoption. Second, studies should explore intrinsic and extrinsic employee motivations in implementing green practices. Third, the role of government policies and incentives in supporting SMEs to adopt GHRM must be analyzed. Finally, case studies in developing countries are necessary to capture unique challenges and adaptive strategies relevant to local contexts. In conclusion, awareness of business impacts on the environment is growing, making GHRM a vital strategy for organizations. While large corporations have begun implementing GHRM, SMEs in developing countries also deserve attention due to their significant economic role and environmental footprint. By integrating GHRM, SMEs can not only support sustainability but also enhance competitiveness and resilience. This study contributes to the literature by highlighting the need for further research in the SME context within developing countries, thereby opening pathways for practical strategies and effective policy support.

Keywords: Green Human Resource Management (GHRM); Small and Medium Enterprises (SMEs); Sustainable Organization; Environmental Management; Developing Countries

An Investigation of Pro-Environmental Behaviour and Sustainable Development in Malaysia

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Abstract

Sustainable development is a major global concern that seeks a better future while saving the planet from the many environmental problems that are growing with each passing day, such as pollution, global warming, and depletion of resources. Human behavior is a major cause of all these problems, and hence, the adoption of pro-environmental behavior, i.e., behavior that is taken by people for the betterment of the environment, is considered a major solution. However, the adoption of such behavior is affected by many factors, such as cost, time, and effort. Studies have shown that pro-environmental behavior is affected by personal beliefs, education, and values, as well as awareness of the environment and self-efficacy. In this regard, educational institutions are playing a very significant role in influencing students, who are considered the young generation and are most affected by future environmental problems. The research, conducted in Malaysia, aims at investigating if students' ecological behavior is driven by individual initiative or regulations. In that respect, this research seeks to examine the direct effects of four constructs: environmental commitment, environmental consciousness, green lifestyle, and self-efficacy on students' behavior. This research is significant in that it seeks to fill a gap in existing literature on sustainability, whose research has been dominated by developed countries. This research, therefore, emphasizes the significance of inculcating students with sustainability in achieving environmental goals. Pro-environmental behavior comprises all those behaviors in daily life that help in reducing the extent of damage to the environment. These behaviors include recycling, conserving water and electricity, using public transport, and buying green products. These behaviors are not only influenced by socio-demographic factors such as age, gender, and values; rather, these behaviors are also influenced by public policies and initiatives. It is interesting to find that people are not only influenced by their own beliefs; rather, people are influenced by the behaviors of others as well. Environmental commitment has also been recognized as an important motivator of sustainable behavior. Environmental commitment is seen as an outcome of psychological attachment to nature. Environmental commitment is related to biospheric values, which highlight concern for nature. People who have high environmental commitment are willing to make personal sacrifices for the sake of nature in green purchases, lifestyles, and traveling. Environmental commitment promotes personal identity as an environmentally concerned person and thus translates into consistent behavioral engagement. Environmental consciousness, or environmental awareness, can be defined as

individuals' knowledge, concern, and values about environmental issues." It has been shown in research from various countries that increased environmental consciousness results in increased pro-environmental purchasing behavior. Education has been shown to play an important role in raising consciousness, and consciousness has been shown to be an important predictor in students' sustainable behavior. Green lifestyle refers to a lifestyle that incorporates environmental values into our daily lives. It includes practices such as recycling, green technology, and the use of organic and recyclable products. The person who practices a green lifestyle is conscious of their lifestyle and is responsible for taking care of the environment. Research has shown that the new generations, especially university students, are more inclined to change their lifestyle to match that of sustainability; hence, the importance of green lifestyle as a behavior to the environment. Green self-efficacy could be defined as "the belief in one's capability to make a positive impact on the environment." High self-efficacy has been proven to lead to high levels of motivation, persistence, and proactiveness in 'going green.' Studies have proven that individuals who have high self-efficacy tend to be more committed to environmental issues, more committed to environmental goals at work, and more likely to participate in collective actions. Self-efficacy being a cognitive variable has been proven to lead to intrinsic motivation and behavioral change and is thus an effective predictor of students' pro-environmental behavior. From a methodological point of view, the study employed a correlational study to investigate the relationship between environmental commitment, consciousness, green lifestyle, self-efficacy, and pro-environmental behavior. The study employed a questionnaire survey method in which 85 students from a Malaysian training center were given a questionnaire during a green awareness talk. Of the 85 students, 72 (85%) completed the questionnaire. The study employed a Likert scale to measure the responses. SmartPLS software was employed to carry out Confirmatory Composite Analysis and bootstrapping to test the reliability and validity of the study. The study employed a quantitative method. The study employed a Likert scale. SmartPLS software was employed. The results indicated that the measurement model was both valid and reliable, with AVE greater than 0.5 and composite reliability greater than 0.7. From the demographic results, it was found that the majority of respondents were young Malay males, aged between 16 and 19 years old. From the results of the analysis of the structural model, it was found that the predictive power was very high, with $R^2 = 0.511$, meaning that more than half of the variance of students' behavior towards the environment was explained by the four independent variables. From the results of hypothesis testing, it was found that the independent variables, namely environmental commitment, environmental consciousness, green lifestyle, and green self-efficacy, did indeed have a significant positive impact on students' behavior towards a sustainable environment, with $\beta = 0.635, 0.285, 0.155, \text{ and } 0.245$, respectively, thus supporting H1, H2, H3, and H4. The major findings from the study indicated that environmental commitment, environmental consciousness, green lifestyle adoption, and environmental self-efficacy were all major factors that contributed to student pro-environmental behavior. Among the four factors,

commitment was found to be the strongest predictor. Students were found to be responsible towards nature by doing things like riding a bicycle, recycling, and saving resources. Environmental consciousness was found to be influenced by factors like education, peer groups, and environmental issues. Green lifestyle adoption was a reflection of students' willingness to adopt green trends. Green self-efficacy was found to boost students' confidence in doing pro-environmental behavior, thus proving that believing in oneself is important for pro-environmental behavior. From a theoretical point of view, the study contributes to the body of knowledge related to sustainability by connecting the four concepts with pro-environmental behavior in the case of Malaysia. The study is in line with theories like the Theory of Planned Behavior and the importance of education for pro-environmental behavior. However, the study had a number of limitations. For instance, the sample size was relatively small and from a single training center. It is important that future studies employ longitudinal designs and include other approaches like focus groups. Other factors that need to be taken into consideration include attitudes toward the environment, knowledge about the environment, concern for the environment, and gender differences. These factors may affect pro-environmental behaviors. It is important that future studies employ sophisticated analytical techniques to capture mediating and moderating factors. This will help to gain a more precise understanding. These are the limitations of the study; hence, the need for a wider study. In conclusion, from the findings of the research, it can be stated that students' environmental commitment, consciousness, green lifestyle, and self-efficacy have played an important role in influencing students' green behavior, and out of these, students' environmental commitment has shown the strongest impact. It has been observed that students have shown high levels of consciousness and responsibility towards nature, and personal and institutional support have shown impact in influencing students' green behavior. By incorporating these four constructs under one umbrella, value can be added to the sustainability literature in Malaysia, and students can be considered an important factor in achieving green campus objectives. Ultimately, training centers and educational institutions can act as a catalyst in promoting green behavior in the younger generation and can lead towards environmental sustainability.

Keywords: sustainable development; pro-environmental behaviour; environmental commitment; environmental consciousness; green lifestyle; green self-efficacy

Conceptual Model of Digitalpreneur in the Digital Economy Ecosystem: Systematic Literature Review

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Abstract

The rapid development of digital technology has significantly transformed entrepreneurial activities, giving rise to a new concept known as digital entrepreneurship or digitalpreneurship. Digitalpreneurs leverage digital platforms, technological innovation, and online ecosystems to create, deliver, and capture business value. Despite the increasing interest in this field, the theoretical framework that explains the key dimensions and drivers of digitalpreneurship remains fragmented. Therefore, this study aims to synthesize existing literature and develop a conceptual model of digitalpreneurship. This research employs a Systematic Literature Review (SLR) approach by analyzing 50 peer-reviewed journal articles indexed in Scopus published between 2015 and 2025. The articles were selected through a structured screening process using inclusion and exclusion criteria following the PRISMA framework. The analysis identifies key themes, theoretical foundations, and research gaps related to digital entrepreneurship. The findings reveal that digitalpreneurship is influenced by five major dimensions: digital capability, innovation orientation, digital platform utilization, entrepreneurial mindset, and digital ecosystem support. These factors collectively shape the ability of entrepreneurs to create scalable digital business models. Furthermore, the study proposes a conceptual digitalpreneurship model that integrates technological capabilities, market orientation, and entrepreneurial competencies as the core drivers of sustainable digital ventures. This research contributes to the entrepreneurship literature by providing a comprehensive synthesis of digital entrepreneurship studies and proposing a conceptual framework that can guide future empirical research. Practically, the findings offer insights for entrepreneurs, policymakers, and educators in developing digital entrepreneurship ecosystems that foster innovation and sustainable digital businesses.

Keywords: Digital Entrepreneurship, Digitalpreneur, Digital Business Model

Measuring Sustainability and Inclusive Management Across Cultures: An Etic–Emic Analysis of Malaysia’s Work–Life Balance Ranking

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Abstract

Sustainable and inclusive management has become a central concern in contemporary organizational and policy discourse, particularly in the context of globalization and increasing emphasis on employee wellbeing. Work–life balance (WLB) is widely regarded as a key component of sustainable work systems, as it reflects the ability of individuals to manage professional responsibilities alongside personal, family, religious and social commitments. In recent years, global indices have emerged as influential tools for benchmarking WLB across countries, offering comparative insights into national performance. However, the validity and interpretability of such indices depend heavily on the conceptualization and measurement of wellbeing and inclusivity. This paper critically examines Malaysia’s ranking in the REMOTE Global Work–Life Balance Index 2024 and evaluates its implications for sustainable and inclusive management.

For this paper, online documents such as online news and REMOTE global websites and reports were analysed for comparison in reporting. REMOTE, an HR global company, developed WLB index using 10 standardized indicators. Data for the Index was obtained from their dataset on top 60 GDP countries. The 10 standardized indicators include statutory leave provisions, minimum wage, healthcare systems, happiness index scores, working hours, safety, and LGBTQ inclusivity.

Based on these indicators, Malaysia was reported in various media outlets as ranking 59th out of 60 countries, positioning it among the lowest performers globally in 2024. However, a closer examination of the original REMOTE website reveals discrepancies, with Malaysia ranked 47th. This inconsistency between primary source data and secondary media (see Figure 1) reporting raises concerns regarding the accuracy and ethical dissemination of information. Misrepresentation of rankings may influence public perception, policy discourse, and organizational reputation, thereby highlighting the importance of critical engagement with global indices.

Keywords: work-life balance, Malaysia, Etic, Emic, Convergence-Divergence

Fostering Psychological Safety and Employee Well-being: The Impact of Corporate Mental Health Interventions on Sustainable Human Capital

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Abstract

The rapid acceleration of global industrialization introduces complex psychological demands on the manufacturing workforce. This study aims to empirically evaluate the efficacy of a structured corporate mental health intervention program in reducing individual psychological distress and simultaneously elevating the collective perception of psychological safety. A quantitative approach utilizing a quasi experimental one group pretest and posttest design was implemented. The sample consisted of 60 permanent employees selected through purposive sampling from three distinct multinational manufacturing corporations within the Cikarang Industrial Estate. The intervention integrated group psychoeducational workshops with individual clinical counseling sessions. Data was collected using the Depression Anxiety Stress Scales 42 and the Team Psychological Safety Scale, and subsequently analyzed using paired sample t tests. The results demonstrated a highly significant reduction in depression, anxiety, and stress with probability values strictly below 0.001 and massive practical effect sizes reaching a Cohen d of 2.16 for anxiety. Furthermore, the dual intervention successfully eliminated all cases within the severe and extremely severe distress categories. Concurrently, the collective perception of team psychological safety exhibited a remarkable and statistically significant improvement with a Cohen d of 1.60. These findings conclusively prove that proactive clinical interventions targeting individual emotional well being act as a fundamental catalyst for reconstructing interpersonal trust and resilient collaborative dynamics in high pressure industrial environments.

Keywords: Clinical Intervention, Corporate Mental Health, Employee Well Being, Psychological Safety, Sustainable Human Capital

Artificial Intelligence as a Governance Enabler: Linking Tax Compliance and Sustainable Corporate Governance in the Digital Economy

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Abstract

The rapid expansion of the digital economy has intensified the complexity of taxation systems and corporate governance, creating significant challenges for ensuring transparency, accountability, and regulatory compliance. In the context of smart sustainability and the Sustainable Development Goals (SDGs), these challenges highlight the need for integrated governance mechanisms that align regulatory effectiveness with long-term economic and social outcomes. This study aims to develop an integrative conceptual framework that explains how artificial intelligence (AI) enhances tax compliance and strengthens sustainable corporate governance in the digital economy. This study adopts a conceptual research design supported by an integrative literature review approach. The literature search was conducted primarily using the Scopus database, yielding 761 initial documents, which were refined through subject area filtering, document type selection, language restriction, and relevance screening, resulting in a final dataset of 123 high-quality articles. The analysis employs thematic analysis and integrative synthesis to identify key patterns and conceptual relationships. The findings demonstrate that AI-driven compliance systems reduce information asymmetry, enhance regulatory oversight, and limit opportunistic behavior, thereby strengthening tax compliance outcomes. These improvements subsequently reinforce corporate governance by enhancing transparency, accountability, and internal control systems. At a broader level, AI-enabled governance contributes to smart sustainability by supporting institutional trust, responsible business conduct, and efficient resource allocation aligned with SDG objectives.

Keywords: Artificial Intelligence, Tax Compliance, Corporate Governance, Sustainable Development Goals (SDGs), digital economy

How Profitability and Bank Size Shape the ESG Disclosure-Value Relationship: Insights from Indonesian Conventional Banks

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Abstract

This study examines the role of internal factors, such as profitability and bank size, in shaping the impact of environmental, social, and governance (ESG) issues on the value of conventional banks listed on the Indonesian Stock Exchange (IDX) between 2020 and 2023, highlighting ESG's role in corporate heritage. A quantitative approach is adopted, using purposive sampling to analyze a panel dataset comprising 72 commercial banks that meet specific criteria. The study employs a moderating regression analysis with a fixed-effects model, as determined by the Chow and Hausman tests. The findings suggest that ESG distance does not have a significant effect on the value of traditional commercial banks in Indonesia. However, profitability, measured by return on assets (ROA), enhances ESG's impact on firm value, indicating that financially successful banks can capitalize on the benefits of ESG engagement. In contrast, bank size negatively influences this relationship, suggesting that larger banks may encounter difficulties in effectively conveying their ESG initiatives. The Financial Services Authority can encourage banks with robust financial performance to actively implement and disclose policies, thereby improving their market reputation. The novelty of this study lies in the inclusion of profitability and bank size, using bank group classification based on core capital (KBMI) as moderating variables between ESG and firm value, a topic that has not been extensively explored in previous research, particularly within the Indonesian banking sector.

Keywords: Environmental, Social, and Governance (ESG), Profitability, Firm Value, Sustainability Accounting Standards Board (SASB), Bank Size

The Effect of Board of Directors Size, Audit Committee Size, and Female Directors on Financial Distress Moderated by Political Connections (A Case Study of Mining Companies Listed on the Indonesia Stock Exchange, 2021-2024)

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Abstract

The mining industry, characterized by its capital-intensive nature and vulnerability to commodity price fluctuations, faces significant financial challenges. This study evaluates corporate governance mechanisms, such as board size, audit committee size, and the influence of female directors on financial distress. Furthermore, the study examines the moderating role of political ties. This study was selected using a purposive sampling technique and the criteria of companies listed consecutively on the Indonesia Stock Exchange during the study period and companies that consistently published financial reports throughout the study period. Based on these criteria, 30 companies were selected as research subjects, with a total of 120 balanced panel observations. The study employed a quantitative method with panel data regression for mining companies listed on the Indonesia Stock Exchange from 2021 to 2020. While governance variables were proxied by the number of board members, the number of audit committee members, and the number of female directors, the Altman Z score was used to calculate the level of financial distress. Based on the model selection results, the analysis was conducted using a Random Effects Model. The results showed that the level of financial distress was not affected by board size, audit committee size, or the presence of female directors. Political ties were also not shown to moderate the relationship. These findings suggest that, compared to quantitative aspects of governance, industry factors and structural conditions have a greater influence on financial stress in the mining industry.

Keywords: Financial distress, corporate governance, Size of The Board of Directors, Size of The Audit Committee, Female Directors, Political Connection; Altman Z"-Score

Sustainable Leadership and Teacher Performance: Mediating Roles of Work Engagement and Innovate Work Behaviour

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Abstract

Sustainable leadership has gained increasing attention as a long-term and value-based approach to improving school quality; however, the mechanisms through which it influences teacher performance remain insufficiently specified in the educational leadership literature. Prior research has often reported direct associations while offering limited empirical clarification of the psychological and behavioural processes underlying these effects. Addressing this gap, the present study examines how sustainable leadership relates to teacher performance through two internal mechanisms: work engagement and innovative work behaviour. Using a quantitative explanatory survey design, data were collected from 225 elementary and secondary school teachers across Banten Province, Indonesia, and analysed using partial least squares structural equation modelling (PLS-SEM). The findings indicate that sustainable leadership is positively associated with teachers' work engagement and innovative work behaviour, and that both mechanisms are significantly related to teacher performance. The results further show that the influence of sustainable leadership on performance operates indirectly through these motivational and behavioural pathways rather than as a direct effect. By empirically clarifying the mediating roles of engagement and innovation within a single integrative model, this study refines existing sustainable leadership research and responds to calls for more mechanism-oriented explanations in educational settings. While the cross-sectional and self-reported nature of the data warrants cautious interpretation, the findings offer meaningful theoretical insight into how leadership practices are translated into teacher outcomes and provide practical implications for school leaders and policymakers seeking to foster sustained engagement, innovation, and teaching effectiveness.

Keywords: Sustainable Leadership, Teacher Performance, Work Engagement, Innovative Work Behaviour, Educational Leadership., Political Connection; Altman Z"-Score

From Taste to Health: Integrating Health Awareness into TPB for Malaysian Coffee and Tea Preferences

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Kebangsaan Malaysia, Bangi, Selangor, Malaysia**

Abstract

Malaysia's beverage market has undergone a significant transformation in recent years, shaped by the simultaneous rise of coffee culture and the bubble tea phenomenon. Coffee outlets, ranging from international chains to local artisanal cafés, have proliferated in urban centers, while bubble tea brands have captured youth markets with their sweet, customizable offerings. This dual expansion reflects broader lifestyle shifts, where beverages are consumed not only for taste and refreshment but also as cultural symbols of identity, social belonging, and lifestyle orientation. While taste, price, and convenience remain important determinants of choice, emerging evidence suggests that health awareness is increasingly shaping consumer decisions. Rising concerns about sugar intake, obesity, and lifestyle-related diseases have prompted government interventions such as the Sugar Sweetened Beverage Tax introduced in 2019 and the Healthier Choice Logo program launched in 2023. Against this backdrop, the present study extends the Theory of Planned Behavior by integrating health awareness to explain Malaysian consumers' binary brand preferences between coffee and tea beverages. The Theory of Planned Behavior posits that attitude, subjective norms, and perceived behavioral control predict behavioral intentions. It has been widely applied in consumer behavior research, including food and beverage consumption. However, scholars argue that additional constructs may enhance its explanatory power in specific contexts. Health awareness, defined as the cognitive and affective orientation toward health-related considerations in decision-making, has emerged as a critical determinant in food and beverage choices. Integrating health awareness into the Theory of Planned Behavior provides a more comprehensive framework for understanding beverage brand preferences, particularly in Malaysia where public health concerns intersect with consumer lifestyle trends. Coffee and tea, while both culturally significant, differ in perceived health associations. Coffee is often linked to productivity, modernity, and global culture, while tea, especially green and herbal variants, is associated with wellness, tradition, and balance. Bubble tea complicates this dichotomy by combining tea with high sugar content, raising questions about how health awareness moderates brand preferences. A cross-sectional survey was conducted among 175 respondents in Selangor, a state known for its diverse populations and vibrant beverage cultures. The sample included students, private-sector employees, and unemployed individuals, reflecting different lifestyle orientations and socioeconomic backgrounds. Data were analyzed using Structural Equation Modeling with Partial Least Squares, a method well suited for

predictive modeling and theory extension. This approach allows for the simultaneous testing of latent constructs and moderating effects, making it appropriate for extending the Theory of Planned Behavior with health awareness. Measurement items for the constructs were adapted from established scales, while health awareness items were developed based on prior studies in health psychology and consumer behavior. Gender and occupation were included as moderating variables to capture demographic influences. The analysis revealed that attitude, subjective norms, perceived behavioral control, and health awareness significantly predict beverage choice intention. Among these, health awareness exerted the strongest effect, surpassing traditional constructs, underscoring its central role in shaping consumer preferences. Gender and occupation moderated preferences in meaningful ways. Males and students were more inclined toward tea brands, while females and employed individuals showed stronger preferences for coffee brands. The extended model demonstrated superior explanatory power compared to the original Theory of Planned Behavior, confirming the theoretical value of integrating health awareness. These findings advance the Theory of Planned Behavior by demonstrating the explanatory power of health awareness in beverage brand selection. Health awareness is not merely a peripheral factor but a core driver of consumer cognition and behavior in Malaysia's evolving beverage market. From a theoretical perspective, this study contributes to the literature by extending the model with a health-oriented construct, enhancing its applicability in contexts where public health concerns intersect with consumer behavior. It also highlights demographic moderators, showing that gender and occupation shape beverage preferences in nuanced ways. By bridging behavioral cognition and health orientation, the study offers a holistic view of consumer decision-making. From a practical perspective, the findings provide actionable insights for marketers and policymakers. Beverage brands should position products around health-conscious narratives, emphasizing reduced sugar, natural ingredients, and functional benefits. Marketing strategies should be tailored to demographic segments. Tea brands may resonate more with male students, while coffee brands may appeal to employed professionals seeking productivity and lifestyle alignment. Aligning brand strategies with national health policies such as the Sugar Sweetened Beverage Tax and Healthier Choice Logo enhances credibility and consumer trust. The study also suggests that health awareness can be leveraged as a competitive advantage in brand positioning, particularly in a market where consumers are increasingly attentive to lifestyle-related health issues. The implications extend beyond marketing to public health initiatives. Malaysia's Ministry of Health has introduced measures to curb sugar consumption, yet consumer preferences remain shaped by cultural and lifestyle factors. By demonstrating the role of health awareness, this research suggests that policy interventions can be more effective when coupled with consumer education and brand alignment. Campaigns promoting the Healthier Choice Logo can be integrated into beverage branding, making health-conscious decisions more visible and accessible. Universities and workplaces can encourage healthier beverage options in cafeterias, aligning with the preferences of students and employees. Industry

collaborations with policymakers can foster a shared responsibility model, where both government and businesses contribute to healthier consumption patterns. The study also raises important questions about the future of Malaysia's beverage market. As coffee culture continues to expand and bubble tea remains popular among youth, the tension between indulgence and health consciousness will shape consumer behavior. Brands that successfully navigate this tension by offering products that balance taste, lifestyle appeal, and health considerations are likely to gain a competitive edge. Moreover, the integration of health awareness into the Theory of Planned Behavior provides a framework for future research in other food and beverage contexts, including fast food, functional drinks, and plant-based alternatives. Such extensions can further illuminate the complex interplay between behavioral cognition, cultural identity, and health orientation in consumer decision-making. In conclusion, this study extends the Theory of Planned Behavior by integrating health awareness to explain Malaysian consumers' brand preferences between coffee and tea beverages. The findings reveal that health awareness is the strongest predictor of beverage choice intention, surpassing traditional constructs. Gender and occupation further moderate preferences, highlighting the importance of demographic segmentation. By bridging behavioral cognition and health orientation, the research contributes to both theory and practice. It underscores the need for marketers to target health-conscious consumers and for policymakers to design interventions that resonate with lifestyle trends. Ultimately, the study highlights the intersection of consumer behavior and public health, offering a nuanced understanding of beverage brand preferences in Malaysia's rapidly evolving market.

Keywords: Theory of Planned Behavior, health awareness, beverage brand preferences, coffee and tea, Malaysia, consumer cognition, public health initiatives

Green Organizational Culture and Sustainability-Oriented Innovation as Organizational Enablers of Green Employee Engagement in Indonesian Non-Formal Education

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Abstract

This study investigates the role of green organizational culture and sustainability-oriented innovation as organizational enablers of green employee engagement in the Indonesian non-formal education sector. Guided by the framework of Green Organizational Behavior, the research addresses a critical gap in understanding how integrated sustainability practices can drive comprehensive employee engagement in educational contexts that remain understudied in academic literature. The study involved a quantitative methodology, surveying 258 respondents selected through cluster proportional random sampling from a population of 723 structural officials at PT GO, a major national tutoring organization. Data were analyzed using Structural Equation Modeling (SEM) with LISREL software. The findings reveal that green transformational leadership, green organizational culture, and sustainability-oriented innovation jointly explain 72.97% of the variance in green employee engagement. More significantly, green employee engagement demonstrates a powerful mediating effect, explaining 84.60% of the variance in green employee performance. The results indicate that green organizational culture and sustainability-oriented innovation function as critical mechanisms for translating organizational sustainability policies into genuine employee commitment and behavioral outcomes. This research makes substantial theoretical contributions to Green Human Resource Management (GHRM) and Green Organizational Behavior literature by providing empirical evidence of how these constructs operate as integrated systems within non-formal educational organizations. Practically, the findings offer strategic guidance for organizational management in formulating sustainable human resource policies and implementing holistic green transformation. The study supports the achievement of Sustainable Development Goals, particularly Goals 4 (Quality Education), 8 (Decent Work and Economic Growth), 12 (Responsible Consumption and Production), and 13 (Climate Action), reinforcing the relevance of green practices in educational institutions.

Keywords: Green Transformational Leadership, Green Organizational Culture, Sustainability-Oriented Innovation, Green Employee Engagement, Green Employee Performance, Green Human Resource Management, Non-Formal Education

Safety First or Safety Myth? Unpacking the Culture Behind Construction Sites

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Abstract

Globally, the construction sector continues to be recognized as one of the most hazardous industries, consistently recording injury and fatality rates that surpass those of other occupational domains. Despite significant technological advancements in construction methods, materials, and safety equipment, improvements in safety performance have not progressed at a commensurate pace. This paradox highlights a critical gap between technological capability and actual safety outcomes. A growing body of research suggests that this stagnation is largely attributable to human and organizational factors, including unsafe work behaviours, insufficient safety training, ineffective communication systems, and weak enforcement of established safety protocols. These underlying issues indicate that technological solutions alone are insufficient to address safety challenges without a parallel emphasis on organizational culture and management practices. In this context, the concept of safety culture has emerged as a pivotal determinant of occupational safety and health (OSH) performance. Safety culture encompasses shared values, beliefs, attitudes, and practices related to safety within an organization. It reflects the extent to which safety is prioritized, communicated, and embedded into daily operations. Central to this concept are two critical constructs: Safety Management Commitment and Safety Administration (SA). SMC refers to the degree of leadership involvement, support, and accountability in promoting safety, while SA relates to the implementation, monitoring, and enforcement of safety procedures at the operational level. Together, these constructs form the backbone of an effective safety management system. However, despite their importance, there remains a notable lack of standardized and empirically validated instruments for measuring SMC and SA, particularly within the context of developing countries such as Malaysia. Much of the existing literature has relied on fragmented or context-specific measures, limiting the comparability and generalizability of findings across studies. Furthermore, while prior research has acknowledged the influence of management commitment and administrative practices on safety outcomes, there is insufficient empirical work that rigorously validates these constructs using robust statistical techniques. This gap underscores the need for a systematic approach to instrument development and validation. Addressing this gap, the present study aims to develop and validate measurement scales for SMC and SA

within the Malaysian construction industry using EFA. Specifically, the study seeks to achieve four key objectives: (i) to construct reliable and valid instruments for assessing SMC and SA; (ii) to identify and interpret the underlying factor structures of these constructs; (iii) to provide empirical evidence of their contribution to safety culture; and (iv) to establish a methodological framework that can be adapted for future occupational safety research across different industrial contexts. The study adopts a quantitative, cross-sectional survey design to systematically investigate safety-related constructs among construction contractors. Primary data were collected from a sample of 100 contractors registered under the Construction Industry Development Board (CIDB) Malaysia, encompassing grades G1 to G7. This stratification ensures a comprehensive representation of organizations with varying capacities, project scales, and operational complexities, thereby enhancing the external validity of the findings. The inclusion of contractors across multiple grades also allows for a more nuanced understanding of safety practices across different organizational contexts. The survey instrument was developed through a rigorous process of adaptation and refinement based on established measures from prior studies. Items were carefully selected and modified to align with the specific operational realities and regulatory environment of the Malaysian construction sector. To capture a high level of response precision, each item was measured using a 10-point interval scale, ranging from strong disagreement to strong agreement. This approach enables the detection of subtle variations in respondents' perceptions and enhances the sensitivity of the subsequent statistical analysis. Prior to the main analysis, preliminary data screening was conducted to ensure the suitability of the dataset for factor analysis. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity were employed to assess whether the data met the necessary assumptions. The KMO values exceeded the recommended threshold of 0.60, while Bartlett's Test yielded statistically significant results ($p < 0.05$), confirming that the data were appropriate for factor extraction. These diagnostic tests provide confidence in the robustness of the analytical procedure. The study utilized Exploratory Factor Analysis (EFA) with Principal Component Analysis (PCA) as the extraction method, followed by Varimax rotation to achieve a clearer and more interpretable factor structure. This combination of techniques is widely recognized for its effectiveness in identifying latent constructs and reducing data dimensionality. Factor loadings were examined to determine the strength of the relationship between items and their respective components, with a minimum loading threshold of 0.50 considered acceptable for retention. Items that did not meet this criterion or exhibited cross-loadings were removed to ensure construct clarity. The results of the EFA for the SMC construct revealed a well-defined two-factor structure comprising eight items, which collectively accounted for 68.7% of the total variance. This exceeds the commonly accepted benchmark of 60%, indicating strong explanatory power. The first component represents executive-level commitment, encompassing practices such as promoting safety initiatives, allocating resources for safety programs, providing incentives for safe behaviour, and demonstrating visible leadership involvement in safety matters. This dimension reflects the strategic role of

top management in shaping organizational priorities and influencing employee attitudes towards safety. The second component captures organizational planning and participatory engagement, including the formulation of corporate safety objectives, integration of safety considerations into project planning, and involvement of subcontractors in safety reviews and decision-making processes. This dimension highlights the importance of embedding safety into organizational systems and fostering collaborative approaches to risk management. Both components demonstrated high internal consistency, with Cronbach's Alpha values exceeding 0.83, thereby confirming the reliability of the SMC measurement scale. Similarly, the analysis of the SA construct yielded a two-factor solution based on seven items, explaining 67.8% of the total variance. The first component focuses on proactive safety practices, such as monitoring compliance with Personal Protective Equipment (PPE), conducting regular safety briefings, and utilizing visual communication tools such as signage and notice boards to reinforce safety awareness. These practices emphasize the importance of continuous engagement and communication in maintaining a safe work environment. The second component pertains to systematic monitoring and control mechanisms, including routine site inspections, equipment maintenance checks, and documentation of safety performance. This dimension underscores the need for structured and consistent oversight to ensure that safety procedures are not only implemented but also sustained over time. The Cronbach's Alpha values for both components exceeded 0.80, indicating a high level of reliability and confirming the robustness of the SA instrument. The findings of this study provide important insights into the multifaceted nature of safety management within the construction industry. The results demonstrate that SMC extends beyond the mere establishment of policies; it requires active, visible, and sustained involvement from leadership to cultivate a strong safety culture. Leadership behaviours, such as prioritizing safety in decision-making and allocating adequate resources, play a crucial role in influencing employee perceptions and behaviours. Likewise, SA is revealed to be a dual-layered construct that integrates both proactive and reactive elements. Effective SA involves not only the implementation of safety programs but also the continuous monitoring and evaluation of their effectiveness. This dual approach ensures that safety standards are consistently upheld and that potential risks are identified and mitigated in a timely manner. From a methodological perspective, the study highlights the utility of EFA in developing and validating measurement instruments within the field of occupational safety. The rigorous application of EFA enabled the refinement of constructs and ensured that the resulting scales are both theoretically meaningful and empirically sound. This methodological contribution is particularly valuable for researchers seeking to develop context-specific instruments in emerging or under-researched settings. The practical implications of this research are equally significant. The validated instruments for SMC and SA provide construction organizations with reliable diagnostic tools for assessing their internal safety practices and identifying areas for improvement. By leveraging these tools, organizations can implement targeted interventions to strengthen safety culture and enhance overall performance.

Additionally, regulatory bodies and policymakers can utilize these standardized measures to benchmark industry practices, monitor compliance, and develop evidence-based policies aimed at improving safety outcomes. Furthermore, the study contributes to the broader literature by bridging the gap between management commitment and administrative execution in safety management. By empirically validating these constructs, the research provides a more integrated understanding of how leadership and operational practices interact to influence safety culture. This holistic perspective is essential for developing comprehensive safety strategies that address both strategic and operational dimensions. In conclusion, this study successfully developed and validated robust measurement instruments for assessing SMC and SA within the Malaysian construction sector. The high levels of internal consistency and explanatory power observed in the analysis confirm the reliability and validity of the constructs. By elucidating the critical interplay between leadership commitment and administrative practices, the study offers a comprehensive framework for enhancing safety culture in high-risk industries. Future research is encouraged to extend the application of these instruments to other industrial sectors and geographical contexts to examine their generalizability and predictive validity. Longitudinal studies may also be conducted to investigate the relationship between these constructs and long-term safety outcomes, such as accident reduction and organizational performance. Ultimately, the continued refinement and application of these tools will contribute to the advancement of occupational safety research and the development of safer, more resilient work environment.

Keywords: Safety Management Commitment, Safety Administration, Occupational Safety, Construction Industry, Exploratory Factor Analysis

The Impact of the Acceleration of Digital Payments (QRIS) on the Velocity of Money and Inflation in Indonesia

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Abstract

This study aims to analyze the impact of the acceleration of digital payments through the Quick Response Code Indonesian Standard (QRIS) on the velocity of money and inflation in Indonesia during the 2018–2025 period. The accelerated use of QRIS is expected to alter public transaction patterns from cash to cashless payments, thereby potentially affecting the speed of money circulation and price stability at the macroeconomic level. This study employs an explanatory quantitative approach using quarterly time-series secondary data obtained from official publications of Bank Indonesia and Statistics Indonesia. The variables used include the value of QRIS transactions, the velocity of money calculated as the ratio of nominal GDP to M2, year-on-year inflation, broad money supply (M2), and the BI 7-Day Reverse Repo Rate policy interest rate. Data analysis is conducted using the Vector Error Correction Model (VECM) to examine the short-run and long-run relationships among the research variables. The stages of analysis include descriptive statistics, stationarity testing, optimal lag determination, the Johansen cointegration test, VECM estimation, and model diagnostic tests, and, if necessary, continued with impulse response analysis and variance decomposition. This study is expected to produce findings showing that the acceleration of QRIS usage has a significant effect on the velocity of money, and that QRIS, velocity, M2, and the policy interest rate jointly influence inflation, both in the short run and in the long run. The results of this study are expected to provide a theoretical contribution to the development of studies on the digitalization of the payment system and monetary variables, as well as a practical contribution for monetary authorities in formulating payment system policies and inflation control in the digital economy era.

Keywords: QRIS, velocity of money, inflation, M2, policy interest rate, VECM

Innovation for Humanity: How Participation, Purpose, and Safety Enable Change

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Abstract

Innovation within nonprofit organisations is frequently conceptualised as a strategic capability. In environments characterised by prolonged instability and severe resource scarcity, however, it assumes a critical role in sustaining organisational continuity, societal impact, and the advancement of sustainable development objectives (Sameri et al., 2025). This reality is particularly pronounced in Gaza, where nonprofit organisations operate amid protracted political conflict, institutional fragility, and acute deprivation of material and human resources. In such conditions, employees are not merely executors of predefined tasks but active agents who continuously reconfigure limited resources to sustain essential services, reinforce community resilience, and support broader sustainability goals (Abukhalifa et al., 2026). Despite the centrality of employee-driven innovation in maintaining operations under crisis, existing scholarship provides limited insight into how internal organisational systems enable employees to generate and enact innovative work behaviour under extreme conditions. This study addresses this gap by advancing a comprehensive framework that positions innovation as both a psychologically grounded and socially embedded process, highlighting the interactions between organisational practices, individual meaning-making, and relational climates. Rather than treating innovation as a response to external pressures or structural imperatives alone, this research foregrounds the organisational and psychological mechanisms that sustain creativity and adaptive action under adversity. It develops a cross-level moderated mediation model in which high-involvement work practices foster innovative work behaviour through meaningful work, while psychological safety moderates the translation of this sense of purpose into actionable innovation. By adopting this perspective, the study moves beyond traditional performance-oriented conceptions of human resource management, positioning HR systems as generators of intrinsic motivation, relational trust, and adaptive capacity. These mechanisms are particularly critical in resource-constrained, crisis-affected, and sustainability-focused settings. The theoretical framework integrates Social Exchange Theory and Self-Determination Theory to provide a nuanced account of employee behaviour in mission-driven organisations. From a social exchange perspective, high-involvement work practices characterised by participative decision-making, skill development, transparency in communication, and formal recognition function as relational signals, conveying organisational respect, inclusion, and commitment (Cropanzano & Mitchell, 2005; Boxall & Huo, 2022). These signals cultivate reciprocal engagement and discretionary effort, which are central to sustaining organisational adaptability (Dar et al., 2025). Self-Determination Theory complements this perspective by illustrating how these practices fulfil fundamental

psychological needs for autonomy, competence, and relatedness, thereby driving intrinsic motivation (Deci et al., 2017). Within Gaza's context, where employees confront continuous operational disruption and heightened emotional strain, such practices acquire exceptional importance. They restore a sense of agency, reinforce the value of individual contributions, and support initiatives that promote community resilience and sustainable outcomes. Integrating these perspectives allows the study to capture both the social and psychological pathways through which HR systems can influence innovation, offering a more comprehensive account than approaches that focus exclusively on resources or organisational structures. At the heart of this investigation is the assertion that meaningful work functions as the key psychological conduit linking HR practices to innovative behaviour. Employees in Gaza's nonprofit sector are frequently motivated by moral commitment, social responsibility, and the desire to contribute to societal wellbeing and sustainable development. Yet persistent exposure to crisis conditions, characterised by operational disruption and resource scarcity, can erode this sense of purpose and reduce discretionary innovation. The findings indicate that high-involvement work practices play a critical role in sustaining and reconstructing meaningful work by embedding participation, voice, and shared responsibility into organisational processes. Through these mechanisms, employees reinterpret their roles as purposeful contributions rather than routine obligations, transforming abstract missions into tangible, value-driven action that simultaneously supports community resilience and contributes to sustainable development. This reconfiguration of meaning operates as a potent source of intrinsic motivation, enabling individuals to persist in the face of adversity, adapt creatively to shifting demands, and generate novel solutions that sustain essential services and foster long-term societal and environmental benefits. The study also recognises that meaningful work alone is insufficient to ensure innovation. The translation of purpose into action depends upon the relational climate within which employees operate. Psychological safety emerges as a critical boundary condition shaping the extent to which intrinsic motivation is expressed as innovative work behaviour. In environments where individuals perceive that they can voice ideas, challenge existing routines, and take interpersonal risks without fear of negative consequences, the motivational energy derived from meaningful work is more likely to materialise in innovation. In contrast, low levels of psychological safety can suppress idea expression despite strong intrinsic motivation, constraining organisational adaptability, limiting community impact, and reducing contributions to sustainable development. By identifying this moderating mechanism, the study clarifies both the conditions under which meaningful work translates into action and the relational prerequisites for fostering employee-driven innovation in high-risk, high-stress, and sustainability-relevant settings. Empirically, the study draws upon a two-wave, multilevel dataset comprising 270 employees nested within 30 nonprofit organisations operating in Gaza. This design captures both temporal and cross-level dynamics, enabling an examination of how organisational-level HR practices influence individual-level psychological states and behaviours over time. Hierarchical linear modelling is employed to analyse these

relationships, responding to calls for rigorous methodological approaches in nonprofit and HRM research and providing robust evidence of cross-level processes in complex, mission-driven organisations. The findings provide strong support for the proposed framework. High-involvement work practices were found to enhance innovative work behaviour directly and indirectly through meaningful work. The indirect effect was contingent on psychological safety, with the positive influence of meaningful work on innovation being stronger in relationally supportive environments. These results demonstrate that innovation in conflict-affected nonprofits emerges from the dynamic interplay between organisational systems, individual psychological experiences, and social environments rather than being solely determined by structural resources or personal attributes. This interplay ensures that innovative practices contribute meaningfully to long-term community resilience and sustainable development objectives. This study makes several theoretical and practical contributions. First, it reconceptualises innovation in nonprofit organisations as a purpose-driven and relationally contingent process rather than a purely strategic or performance-oriented outcome, thereby challenging assumptions derived from for-profit contexts and advancing human-centred understandings of organisational adaptability. Second, it identifies meaningful work as a critical yet underexplored psychological mechanism linking HR practices to innovation, extending both strategic human resource management and positive organisational scholarship. Third, by incorporating psychological safety as a boundary condition, the study elucidates how trust and interpersonal security enable employees to convert motivation into actionable innovation. Fourth, the study represents one of the earliest empirical investigations to examine this integrated moderated mediation model within the broader management literature and constitutes the first empirical validation of this framework within the nonprofit sector. Fifth, the study provides actionable guidance for nonprofit leaders operating under extreme constraints, emphasising participative HR systems, meaning-enhancing work structures, and relationally supportive climates as essential for translating employee commitment into adaptive, innovative, and sustainability-oriented outcomes. Importantly, the study offers a contextually grounded perspective by situating its analysis within Gaza's nonprofit sector. Here, innovation is not pursued for competitive advantage but for continuity, adaptive functioning, and the preservation of human dignity. Employees innovate to navigate disrupted systems, address resource scarcity, and ensure that essential services reach vulnerable populations. Viewed through this lens, innovation embodies moral agency, collective resilience, and a commitment to societal and environmental sustainability. From the ground, this study demonstrates that innovation is not simply about implementing new ideas; it is an act of profound responsibility and courage, reflecting the enduring capacity of individuals and organisations to preserve dignity, restore agency, and safeguard the wellbeing of communities even in the most challenging circumstances.

Keywords: high-involvement work practices; meaningful work; innovation; psychological safety; nonprofit organization

From Digital Maturity to Social Inclusion: Examining the Mediating Role of Digital Literacy

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Abstract

The rapid growth of digital technologies has transformed the modern societies, restructuring individual's economic activities involvement, access to services, and social interaction engagement. Although digitalisation creates new prospects of connectivity and developments, but at the same time strengthening the digital inequalities and social exclusion concerns. Many individuals remain unable to fully benefit from digital platforms due to uneven digital skills and capabilities despite greater adoption of technologies across societies. Hence, in this context, it is become crucial to understand the digital transformation contribution to inclusive societal participation mechanisms. This conceptual framework examines digital maturity and social inclusion relationship and proposes digital literacy as an important mediator to reshape individual access to digital technologies and their effective social participation. Based on this, it is also important to highlight that digital transformation is not only a technological phenomenon but also a socio-technical process that affects power relations, opportunities, and participation structures within society. The idea of digital maturity not only goes beyond the development of digital infrastructures but also entails the extent to which digital technologies are integrated within everyday practices and decision-making processes. However, without a parallel development in individual competencies, the outcomes of digital maturity might not be equitably distributed. This calls for a shift from access-based explanations of digital inequality towards capability-based explanations that highlight individuals' potential for turning digital resources into meaningful social outcomes. In this context, digital literacy appears as a key facilitator that enables digital maturity to translate into inclusive participation or exacerbate existing socio-economic inequalities. Recently, digital inclusion has been highlighted by various governments and international agencies as a major aspect of sustainable socio-economic development. Digital technologies have significantly changed the ways of information access, employment opportunities, education, and service delivery, making digital participation a necessity for individuals in society. However, digital transformation benefits are not shared equally among individuals. There are notable differences in individuals' capabilities of accessing digital technologies and utilizing them effectively. These are usually termed as the digital divide. However, the term is not only used to mean the difference in the access of digital technology but can also mean the skills and capabilities of usage. This implies that those who are not digitally literate may have difficulties when they want to participate in the digital society.

This may make them more vulnerable to marginalization. Digital maturity (DM), where digital technologies are blended into individual, organisation, societal processes, and decision-making systems. Although several firms and governments have invested a lot on digital adoption and digital infrastructure, however, technological availability is not sole prevailing factor automatically produce inclusive outcomes. This may require individual's necessary competencies to access effectively, evaluate, and utilised digital tools. Therefore, digital literacy plays a significant role in determining whether digital transformation promote broader social participation or leading towards reinforcing existing inequalities. While social inclusion is a process of refining economic, social, and civic life for individual participation opportunities and communities. From this perspective digital literacy become an important capability that enable individual to integrate digital technologies for education, employment, information access, and civic engagements. While past research studies have attempted to investigate the concepts of digital transformation and digital inclusion to some extent, the existing body of knowledge shows that most of the works have focused more on the technological dimension, internet access, or the development of the digital platform. However, relatively less attention has been given to the importance of individual digital capabilities to effectively participate in the digital environment. Specifically, the mechanism by which the concept of digital maturity can contribute to the overall social inclusion outcome is still not adequately studied. This is where the importance of the current study lies. This study aims to contribute to the existing body of knowledge by suggesting the concept of digital literacy as a mediating factor to explain the relationship between digital maturity and social inclusion. This research is grounded in three theoretical perspectives of the digital divide theory, the capability approach theory, and the human capital theory to explain the relationships. Digital divide theory analyses the disparities that exist in the field of technology and how this can cause social exclusion. The capability approach theory argues that individuals must have the capabilities to use the available resources to effectively participate in society. Human Capital Theory also supports the argument that digital literacy plays a critical role in the economic and social well-being of the individual. This research drawing upon these theoretical perspectives to develop a conceptual framework that addresses the relationships between digital maturity, digital literacy, and social inclusion. The study proposes four propositions. First, the study proposes that digital maturity may have a positive influence on digital literacy due to the increased chances to develop skills through the use of digital technologies. Second, the study proposes that digital maturity may have a positive influence on social inclusion due to the chances to develop skills through the use of digital technologies. Third, the study proposes that digital literacy may have a positive influence on social inclusion through the chances to develop skills through the use of digital technologies. Fourth, the study proposes that digital literacy may mediate the influence of digital maturity on social inclusion. This conceptual model adds to the emerging body of literature on the concept of digital transformation and social development by focusing on the role of digital skills in the creation of inclusive digital societies. The study demonstrates the

necessity of having digital skills to achieve inclusive digital societies through the adoption of technology, as the adoption of technology on its own cannot guarantee the achievement of inclusive digital societies unless the individual has the ability to use the adopted technology. The proposed model has some implications for practice, with the main implication being the necessity of having digital literacy programs and inclusive digital policies. Further research on the proposed model is encouraged to validate the model in different socio-economic contexts to understand the role of digital transformation in the achievement of sustainable and inclusive societal development.

Keywords: Digital transformation, digital maturity, digital literacy, social inclusion, Digital divide, Capability Approach, Human Capital Theory

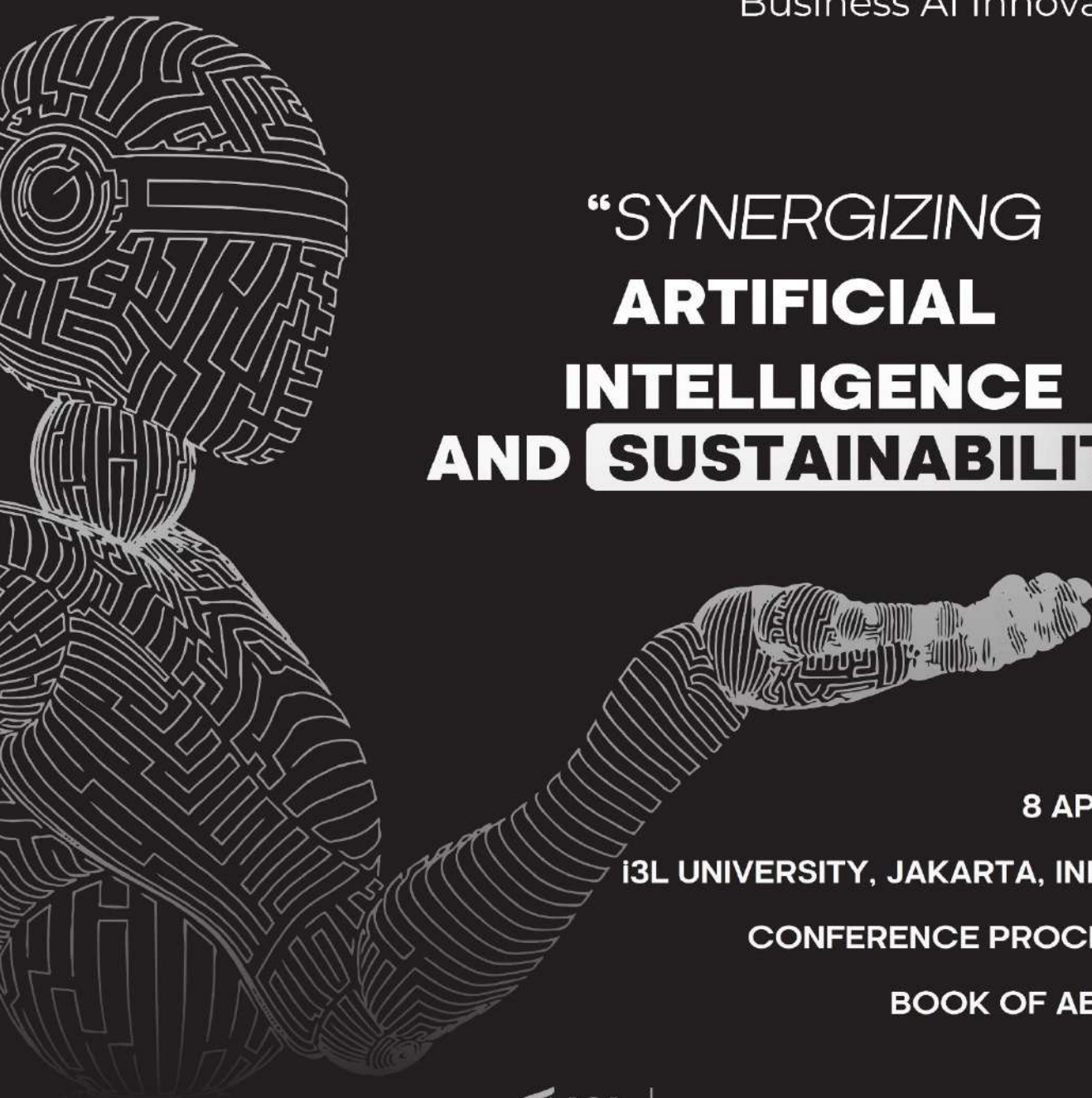
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3	Anas Mahmoud Salem Abukhalifa	43	Sukma Irdiana
4	Andi Saryoko	44	Sumanto
5	AP Dr Zaiton Hassan	45	Suworo
6	Faras Nurfadhillah	46	Syahratul Nadhirah Binti Mat Radi
7	Faruq Aziz	47	T. Marditama
8	Harits Hijrah Wicaksana	48	Tri Palupi Robustin
9	Hery Irawan	49	Wa Ode Zusnita Muizu
10	Humera Tubuaaum	50	Yuliyanti
11	Ignatius Ario Sumbogo	51	Yunizar
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