

Integrating Digital Green HRM and Ethical Leadership to Enhance Migrant Career Sustainability

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ABSTRAK

Program pengabdian masyarakat ini bertujuan memperkuat pengembangan sumber daya manusia Indonesia di luar negeri, khususnya di Malaysia, melalui pembangunan karier berkelanjutan berbasis teknologi digital. Di tengah persaingan global dan terbentuknya Masyarakat Ekonomi ASEAN (MEA), Indonesia perlu menyiapkan tenaga kerja yang kompetitif dan adaptif. Pekerja migran Indonesia masih menghadapi tantangan berupa produktivitas rendah, keterampilan teknis terbatas, dan kecakapan bahasa asing yang kurang memadai. Oleh karena itu, diperlukan pendekatan baru yang menggabungkan kompetensi teknis dengan keterampilan berorientasi keberlanjutan, seperti green skills yang sesuai dengan tren global. Pemanfaatan teknologi digital menjadi kunci untuk meningkatkan efisiensi perencanaan karier, memberi akses pelatihan, serta mendukung pekerja migran dalam merancang karier yang fleksibel dan beradaptasi dengan tuntutan digitalisasi. Program ini akan melibatkan 50–100 pekerja migran yang tergabung dalam PERMAI Penang, Malaysia, dengan fokus pada pembekalan keterampilan merencanakan karier dan mengelola usaha berkelanjutan. Metode yang digunakan mencakup ceramah interaktif, diskusi kelompok, praktik, serta aktivitas gamified yang mengenalkan konsep ramah lingkungan dalam perencanaan karier. Luaran yang diharapkan berupa peningkatan kapabilitas peserta dalam perencanaan karier dan bisnis berkelanjutan, terbukanya peluang baru di ekonomi digital global, serta keluaran terarah berupa publikasi media, dokumentasi video, artikel jurnal PKM, dan pendaftaran HKI terkait keberlanjutan dan transformasi digital. Kolaborasi antara Universitas Mercu Buana (UMB), PERMAI Penang, dan Universiti Sains Malaysia (USM) memperkaya program dengan perspektif internasional, memastikan pelatihan berkualitas, relevan, serta berdampak luas bagi pekerja migran Indonesia.

Kata Kunci: peningkatan keterampilan kerja tim melalui perangkat digital dan metode pembelajaran kolaboratif; pemanfaatan internet sebagai sumber pengembangan pengetahuan berkelanjutan.

ABSTRACT

This community engagement program aims to strengthen the development of Indonesian human resources abroad, particularly in Malaysia, through sustainable career building supported by digital technology. Amidst increasing global competition and the establishment of the ASEAN Economic Community (AEC), Indonesia needs to prepare a workforce that is both competitive and adaptive. Indonesian migrant workers continue to face challenges such as low productivity, limited technical skills, and inadequate foreign language proficiency. Therefore, a new approach is required that integrates technical competencies with sustainability-oriented capabilities, particularly green skills that align with current global labor market demands. The utilization of digital technology is key to enhancing career planning efficiency, providing broader access to

training, and supporting migrant workers in designing more flexible and adaptive career paths. This program will involve 50–100 migrant workers under the Pertubuhan Masyarakat Indonesia (PERMAI) in Penang, Malaysia, focusing on equipping participants with the ability to plan careers and manage sustainable businesses. The training methods include interactive lectures, group discussions, practical assignments, and gamified activities to introduce environmentally friendly concepts into career planning. The expected outcomes include improved participant capability in sustainable career and business planning, the creation of new opportunities within the evolving digital economy, and tangible outputs such as media publications, video documentation, community service journal articles, and intellectual property rights related to sustainability and digital transformation. Collaboration between Universitas Mercu Buana (UMB), PERMAI Penang, and Universiti Sains Malaysia (USM) enriches the program with international perspectives and technological advancement, ensuring training that is relevant, high-quality, and impactful for Indonesian migrant workers.

Keywords : Improving teamwork skills through digital tools and collaborative learning methods, utilizing the internet as a resource for continuous knowledge development

1. INTRODUCTION

1. Situation Analysis

Economic Growth and Development Through Human Resource Management

The growth and development of a country's economy are significantly influenced by the management of its resources, both natural and human. Human resources, as the primary asset, require strategic utilization to ensure they are managed optimally and governed by policies that generate value and benefits for society. The quality of human resources directly affects economic productivity and a nation's income capacity. As the global labor market continues to expand, it is crucial to prepare individuals to compete effectively, both in domestic and international job markets. The Human Capital Theory states that investment in education and training can enhance individual productivity, ultimately contributing to a nation's economic growth. This theory emphasizes that the higher the level of skills and competencies of the workforce, the greater their impact on improving national competitiveness and economic stability (Becker, 2024). Currently, Indonesia's labor market faces significant challenges, with the number of job seekers far exceeding the available job opportunities. Despite a continuously growing workforce, employment absorption in the formal sector remains slow. The informal sector, characterized by lower wages and productivity, has become the dominant source of employment, leading many Indonesians to seek work abroad as migrant workers. Labor migration is seen as a crucial strategy for reducing domestic unemployment and supporting the national economy through

remittances. In fact, migrant workers play a key role in generating foreign exchange, making them an essential element in Indonesia's economic stability (International Labour Organization, 2025).

However, despite their positive economic contributions, many Indonesian migrant workers are engaged in low-skilled informal sector jobs, often lacking the educational qualifications and professional skills required to compete for higher positions. This situation is further exacerbated by the ASEAN Economic Community (AEC), which intensifies competition among migrant workers from different countries. Therefore, it is imperative to equip Indonesian migrant workers with higher skills and knowledge to enhance their competitiveness and job opportunities. The Human Resource Development Theory emphasizes that increasing workforce capacity through continuous training and education is a crucial step in ensuring economic sustainability and reducing social inequality (Garavan et al., 2025). Approximately 70% of Indonesian migrant workers are employed in the informal sector, such as domestic helpers, elderly caregivers, and childcare providers, while only 30% work in the formal sector, including palm oil plantations and service industries. Although the government has implemented policies to assist migrant workers, the focus has been more on procedural empowerment rather than addressing broader economic, social, and educational development issues. Therefore, empowering migrant workers requires a comprehensive approach that enhances their formal skills and strengthens their ability to overcome the socio-economic challenges they face (ASEAN Secretariat, 2025).

The Role of PERMAI in Supporting Indonesian Migrant Workers

PERMAI (Indonesian Community Organization in Penang, Malaysia) plays a crucial role in addressing these challenges. Established in Malaysia, this organization supports Indonesian migrant workers by providing educational and cultural activities aimed at improving their skills and increasing their chances of obtaining higher-paying jobs. Currently, the 400 members of PERMAI face several obstacles, including low productivity and a lack of essential skills such as language proficiency and technical expertise. These limitations hinder their ability to secure higher-paying jobs and increase their vulnerability in an increasingly competitive global labor market (Antaranews, 2025).

Bridging the Skills Gap Through Community Empowerment Initiatives

Given the current situation, this community service initiative aims to bridge the skills gap among Indonesian migrant workers by equipping them with the essential competencies needed to succeed in the 21st-century workforce. The program focuses on the 4C framework:

1. Critical Thinking
2. Creativity
3. Communication
4. Collaboration

These competencies are essential for empowering migrant workers to compete in a technology-driven labor market, where such skills are increasingly in demand (Johnson & Lee, 2024).

Through a structured training program, this initiative will:

1. Enhance critical thinking skills by engaging workers in problem-solving activities and discussions.
2. Foster creativity through hands-on training tailored to their interests and talents.
3. Improve communication skills, particularly in the local language, to help them integrate more effectively.
4. Encourage collaboration by utilizing digital tools and media to facilitate continuous learning and professional development.

By implementing this targeted training program, this initiative will empower Indonesian migrant workers to build sustainable careers, improve their economic prospects, and compete more effectively in the global digital economy. Integrating human resource development theories and the latest global HRM trends, this initiative is expected to enhance the competitiveness of Indonesian migrant workers and contribute positively to national economic growth (UNDP, 2025).

The Role of PERMAI in Migrant Worker Empowerment

Effective communication is essential to ensuring the success of this migrant worker empowerment initiative. PERMAI (Indonesian Community Organization of Penang) is a non-governmental, non-political organization composed of Indonesian citizens working in Malaysia. It is engaged in social, educational, and cultural activities, with approximately 400 members residing in Penang and northern Malaysia. The organization operates in three regions out of 15 states in Malaysia—Penang, Kedah, and Perlis, with its headquarters in Penang, North Malaysia.

PERMAI Organizational Structure:

1. President : Eddy Virgo
2. Vice President : Khozaeni Ibn Rahmad
3. Treasurer : Anora Calista
4. Secretary-General : Ferdinand Murni Hamundu
5. Chairman of the Education Division : M. Arif Rahman Hakim, Ph.D.
6. Chairman of the Humanitarian Division : Muhammad Mukhoti

The PERMAI organization consists of various Indonesian communities in Malaysia with diverse backgrounds, including expatriates, entrepreneurs, lecturers, teachers, students, and workers.

Bridging the Skills Gap for Migrant Workers

This initiative aims to transform migrant workers into highly skilled individuals, enhancing their job prospects, income levels, and global competitiveness. Through structured education and targeted collaboration, PERMAI seeks to close the gap between current workforce skills and global labor market demands. A comprehensive training needs analysis will guide the program's development to address skill gaps and workforce challenges. The training program will be designed for 50-100 Indonesian migrant workers who are members of PERMAI in Penang, Malaysia. Many of these workers face challenges such as low productivity, limited education, inadequate language skills, and a lack of specialized expertise. With the ASEAN Economic Community (AEC) intensifying competition among migrant workers, it is crucial for Indonesian workers to acquire competitive job skills to avoid being trapped in low-wage positions. Currently, 400 Indonesian migrant workers are registered members of PERMAI, spread across Penang and northern Malaysia. They come from various backgrounds, including SMEs, factory workers, restaurant contractors, healthcare

professionals, and general laborers. However, many of these workers lack critical competencies for today's labor market, particularly the 4C skills. Critical Thinking, Creativity, Communication, and Collaboration which are essential in today's technology-driven and digital economy.

Targeted Training to Address the 4C Skill Gap

This community service program will close this gap by providing targeted training in the 4C competencies, empowering workers to enhance their competitiveness in the job market:

1. Critical Thinking: Developing analytical problem-solving skills and decision-making abilities through structured discussions and problem-solving exercises.

2. Creativity: Encouraging innovative thinking by aligning training programs with workers' interests and professional skills, enabling them to create unique solutions in their respective fields.
3. Communication: Strengthening language proficiency, particularly in the local language, to enhance integration and collaboration within their workplaces.
4. Collaboration: Improving teamwork skills through digital tools and collaborative learning methods, utilizing the internet as a resource for continuous knowledge development.

METHOD

PARTNER'S PROBLEMS

The partner organization, PERMAI Pulau Pinang, faces significant challenges in empowering Indonesian migrant workers in Malaysia. Most members are still confined to low-skilled jobs with minimal wages due to limited technical skills, language proficiency, and industry-related expertise. This situation hinders their competitiveness compared to both local workers and other foreign labor, reducing their chances of achieving sustainable well-being. Moreover, the lack of critical 21st-century competencies—Critical Thinking, Creativity, Communication, and Collaboration—further restricts their career mobility in today's digital and globalized labor market. As a result, migrant workers often struggle to secure better opportunities, improve their income levels, and uplift their families' livelihoods. These constraints not only affect their economic stability but also their social inclusion and long-term development. Therefore, a comprehensive training and empowerment initiative is urgently needed to bridge the skills gap and enhance their employability for sustainable career growth.

2. Increasing Wages Through Performance Improvement

A key focus of this program is to help migrant workers boost their earnings by enhancing their competencies and job performance. Participants will receive training on optimizing efficiency and productivity

Community Engagement Program (PkM)

As part of this Community Engagement Program (PkM), expert speakers will provide in-depth insights into the significance of sustainable business development. They will also offer guidance on how participants can recognize the long-term benefits of sustainable businesses and implement effective strategies to achieve success. The sessions will be conducted in group settings, with each group consisting of 50 migrant workers. The core topics covered in this program include:

1. Enhancing Human Resource Capabilities to Ensure Job Sustainability

Migrant workers will receive training on how to improve their personal and professional skills, both in terms of technical expertise and interpersonal abilities, to secure long-term employment. This program goes beyond technical training by incorporating sustainability aspects such as energy management, waste reduction, and the use of environmentally friendly technologies in daily tasks. By developing relevant skills, migrant workers can enhance their competitiveness in the global labor market, which is becoming increasingly demanding

through digital technology adoption and relevant skill development. Additionally, they will be empowered to plan their career progression sustainably by utilizing digital tools for self-directed learning and professional development. Throughout the sessions, participants will be encouraged to

actively engage by sharing their interests and aspirations. This interactive approach aims to help them identify skill development paths

3. Program Evaluation and Sustainability

The effectiveness of the training will be assessed using pre- and post-session questionnaires. These evaluations will measure participants' understanding and ability to apply the knowledge gained, while also providing feedback for future program improvements. The assessment will cover topics such as **Green Human Resource Management (Green HRM), sustainable workplace practices, and the integration of digital technology to enhance productivity and efficiency.

To ensure the long-term impact of this initiative, migrant workers will continue to have access to digital learning resources and training materials even after the program concludes. This will facilitate continuous skill development, enabling participants to stay updated with technological advancements and industry trends.

4. Partner Participation in Program Implementation

5. Roles and Responsibilities of Each Team Member

The program implementation team consists of a program coordinator, faculty members, and students. The program coordinator is responsible for overall coordination and monitoring the program's execution. Faculty members will design training materials, deliver technical instruction, and ensure that all activities align with the program's objectives.

Students play a direct role in field activities, assisting with logistics, and supporting workshop facilitation. Their involvement is essential for ensuring the smooth execution of the program while also allowing them to serve as change agents who contribute to improving the skills of migrant workers. Additionally, students bring fresh perspectives and innovative solutions that align with technological advancements and sustainability principles in the workplace.

6. Recognition for Active Student Participation

Students who actively participate in this initiative will have the opportunity to receive

7. Program Evaluation and Sustainability

that align with their potential, providing a clearer roadmap for enhancing their capabilities and overall job quality.

The PkM initiative involves active collaboration between stakeholders in Indonesia and Malaysia. Partner organizations will play a crucial role throughout the entire process, from planning to final evaluation. Regular online meetings will be held to address challenges and implement effective solutions collaboratively.

A joint task force, comprising faculty members, students, and partner representatives, will ensure an effective partnership between academia and the migrant worker community. This collaborative approach will help develop solutions that are aligned with real-world needs. The active participation of partners in workshops, training sessions, and program implementation is highly valued, as their direct insights into the challenges faced by migrant workers will contribute significantly to designing targeted and impactful training strategies.

formal recognition for their contributions. A Community Engagement Certificate will be awarded to students who demonstrate meaningful participation, serving both as an acknowledgment of their efforts and as motivation for continued involvement in social and community service initiatives. Moreover, the hands-on experience gained from working with industry partners, government agencies, and migrant worker communities will be highly valuable for students' professional development. They will gain practical experience in designing and implementing impactful programs while honing essential skills such as communication, collaboration, and leadership. Through this experience, students will also develop a deeper understanding of sustainability and digital transformation in the workplace, equipping them with the knowledge and skills needed to tackle future challenges in both academia and industry. Their exposure to integrating technology and sustainability principles into various work environments will enhance their career readiness.

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Implementation and Participation

The Community Engagement Program (PkM) was held on 27 April 2025 in Penang, Malaysia, with 50 Indonesian migrant worker participants affiliated with the PERMAI MSME community. The interactive learning approach (material presentation, discussion, case simulations, and digital hands-on sessions) successfully fostered an empathetic and inclusive

responsible for overall coordination and monitoring the program's execution. Faculty members will design training materials, deliver technical instruction, and ensure that all activities align with the program's objectives.

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atmosphere, in line with the Merdeka Belajar Kampus Merdeka (MBKM) principles.

Competency and Skill Gains

- **Green HRM Awareness:** Participants exhibited a marked increase in understanding the urgency of sustainable HRM practices within the context of migrant employment.

- **Digital Career Planning:** Attendees became proficient in designing long-term career pathways using the digital career management applications introduced.
- **21st-Century 4C Competencies:** Critical Thinking, Creativity, Communication, and Collaboration improved substantially, as evidenced by high-quality group presentations and solution proposals in real-world case studies.
- **Ongoing Engagement:** The majority of participants expressed strong interest in continuing mentorship and forming a self-sustaining learning community under PERMAI's auspices.

Academic and Institutional Impact

- **Ministry KPI Fulfillment:**
 - o *IKU 2* (lecturer involvement in off-campus activities) was achieved through the development and delivery of training content by the FEB UMB faculty team.
 - o *IKU 3* (formal recognition of student participation via Diploma Supplement Certificate) was met through official documentation of student engagement.
- **Scholarly Outputs & IPR:** Program documentation—including photographs, interactive videos, digital training materials, and participant testimonials—is prepared for journal publication and intellectual property registration.

Implications and Recommendations

This initiative underscores the relevance of Green HRM for migrant workers and demonstrates the effectiveness of digital methods in empowerment. It is recommended to scale the program to additional migrant communities, integrate the module into the university's e-learning platform, and conduct

longitudinal evaluations to assess long-term sustainability impacts.

The “Digital Green HRM for Sustainable Career Empowerment of Migrant Workers” PkM initiative proved highly effective: participants demonstrated enhanced knowledge, digital skills, and 4C competencies. The program not only delivered practical benefits for migrant workers but also advanced Universitas Mercu Buana's KPI achievements, generating outputs ready for scholarly dissemination and intellectual property protection. This effort reaffirms the institution's commitment to the Tri Dharma of Higher Education—education, research, and community service—in addressing global challenges of sustainability and digital transformation.

Discussion of Performance Gap Analysis

The Performance Gap Analysis chart presents the discrepancies between participant perceptions of program performance and the importance they placed on each evaluated aspect:

- **Positive Gap (Performance > Expectations):** “Audience interested & enthusiastic”, “Audience feels satisfied” These items show the largest positive gaps, indicating participant enthusiasm and satisfaction greatly exceeded expectations.
- **Zero Gap (Performance = Expectations):** Other aspects—such as material quality and clarity of instruction—aligned precisely with participant expectations.

Interpretation:

The predominantly positive gaps suggest that the interactive learning methods and the topic's real-world relevance surpassed participants' initial expectations. For future iterations, efforts should focus on maintaining high material quality while introducing additional gamification elements and follow-up mentoring to sustain satisfaction and enthusiasm.

Figure:
PKM KLN 2025 Group 1 – Performance Gap Analysis

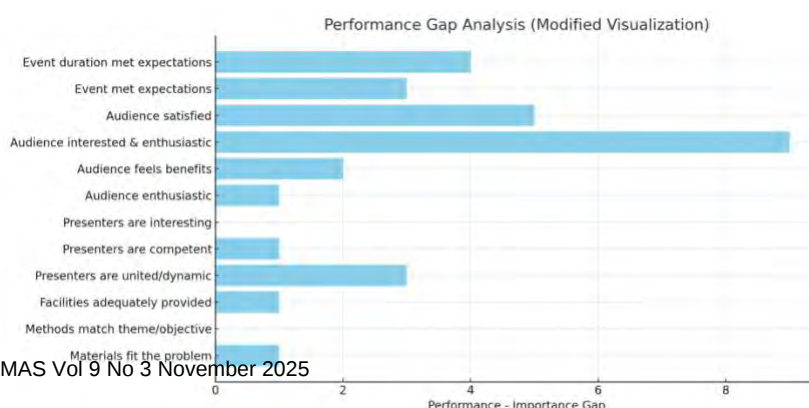
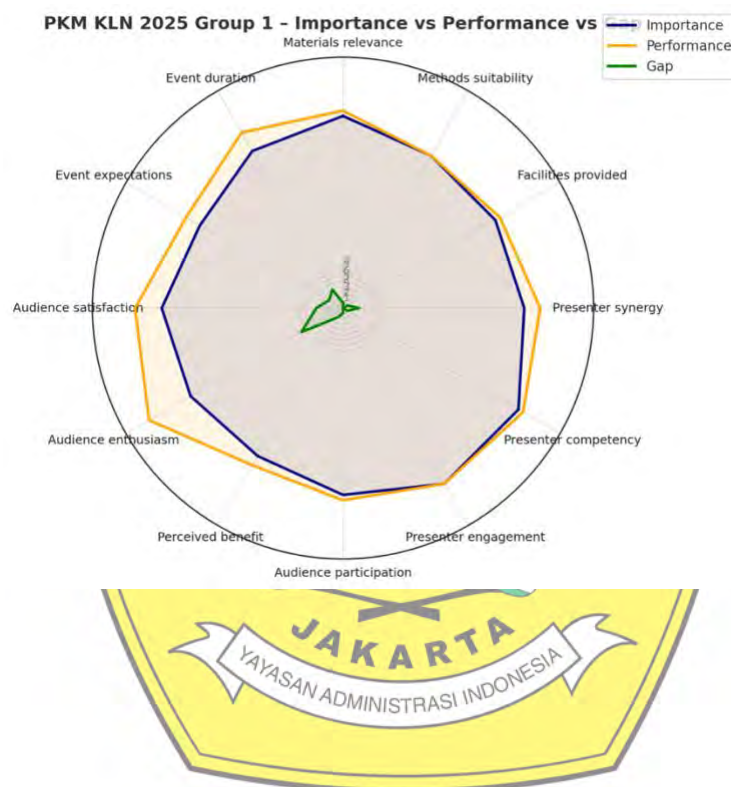


Figure:
PKM KLN 2025 Group 1 – Importance vs Performance vs Ga



Colors and Legend:

- The dark blue line represents participants' perceived **Importance**.
- The orange line represents participants' perceived **Performance**.
- The green line represents the **Gap** (the difference between Importance and Performance).

Managerial Interpretation:

- Areas with large gaps indicate a mismatch between participant expectations and program delivery—for example, the **Audience Enthusiasm** indicator shows the largest gap (9 points).
- Indicators such as **Methods Suitability** and **Presenter Engagement** exhibit no gap, meaning expectations and performance are aligned.
- This chart can serve as a visual evaluation tool to design more focused improvements for future Community Engagement Program (PkM) activities.

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