

The Role of HR Training and Work Environment on the Success of ISPO Certification; Study at PT. Agrina Sawit Perdana in West Kalimantan

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Abstract :

Objective : This study aims to examine the influence of human resource (HR) training and the work environment on ISPO certification, as well as assess the role of transparency as a mediating variable at PT. Agrina Sawit Perdana.

Methodology : The research sample consists of 84 employees involved in the ISPO certification process. The study uses a quantitative approach with path analysis and mediation testing techniques to evaluate relationships between variables. The results show that HR training and the work environment have a positive and significant effect on transparency. The work environment also has a direct and significant impact on ISPO certification, while HR training does not have a direct effect on certification. Transparency is proven to be a mediating variable that strengthens the relationship between HR training and the work environment with ISPO certification.

Research results : These findings emphasize the importance of improving training quality and developing a conducive work environment to foster transparency, thereby achieving ISPO certification success more effectively. This research provides managerial implications for PT Agrina Sawit Perdana in managing HR to accelerate and sustain ISPO certification.

Keywords : HR Training, Work Environment, Transparency, Certification ISPO.

1. Introduction

The palm oil industry is a strategic sector that contributes greatly to state revenue and employment in Indonesia. However, increasing global pressure on sustainability issues and environmentally friendly practices has prompted the Government of Indonesia to make Indonesian Sustainable Palm Oil (ISPO) certification mandatory for all palm oil business actors, both large companies and smallholders. ISPO certification as a national scheme is made mandatory through Minister of Agriculture Regulation (MOA) No. 38/2020, and is complementary to international schemes such as RSPO (Roundtable on Sustainable Palm Oil). ISPO emphasizes national legal compliance, while RSPO emphasizes global standards and multi-stakeholder involvement in sustainable management.

ISPO does not have to cover all Cultivation Rights Title (HGU) areas, but can be applied for in stages according to the readiness of areas that have met the principles of clear and clean (legality, dispute-free, and meet administrative and technical requirements), as stipulated in MOA No. 11/Permentan/OT.140/3/2015 Article 7 paragraph (2). This provision aims to accelerate the achievement of ISPO certification in stages.

Although it has been enacted, the implementation of ISPO in the field is still not optimal. Data from InfoSawit (April 2024) states that only around 5.84 million hectares or 35.6% of the total national palm oil land is ISPO certified. As of December 2024, the Directorate General of Plantations noted that of the 1,132 ISPO certificates issued, only 1,016 were still active, while 4 were suspended, 27 were revoked, and 85 had expired-a total of 116 certificates were inactive. This shows that the challenge of ISPO is not only in the initial certification process, but also in the ongoing maintenance of the standard.

Suspended or revoked certificates reflect non-compliance with ISPO principles in environmental, social, and technical administrative aspects. Meanwhile, certificates that are not renewed indicate weak internal readiness of the company. To accelerate national achievements, the government has issued Circular Letters No. 286/KB.410/E/03/2024 and No. B-491/KB.410/E/06/2024, which emphasize

supervision and administrative sanctions for companies that have not fulfilled certification obligations.

Since 2019, based on the results of an assessment conducted by PT Mutu Agung Lestari, Tbk a certification body officially recognized by the National Accreditation Committee (KAN) the company has been declared to have met all the requirements for ISPO (Indonesian Sustainable Palm Oil) certification. This recognition demonstrates that the company has implemented sustainable palm oil practices in accordance with the national standards set by the Indonesian government, encompassing legal, environmental, social, and business management aspects.

Starting in 2025, all oil palm plantations, including those managed independently, must be ISPO certified. However, smallholder plantations are still not ready, especially in meeting technical and administrative standards ([Hadi et al., 2023](#)).

In the palm oil industry, the implementation of Indonesian Sustainable Palm Oil (ISPO) is one of the important standards to ensure that business practices are in accordance with the principles of sustainability, legality and social responsibility. However, achieving ISPO certification depends not only on administrative documents and procedures, but also on the quality of human resources and the company's internal work environment.

HR training plays an important role in improving employees' understanding and skills in carrying out ISPO standard procedures consistently. On the other hand, a supportive work environment - characterized by open communication, adequate facilities, and an honest and professional organizational culture - is also a factor supporting the creation of transparency, as one of the main pillars in the certification process.

In this context, PT Agrina Sawit Perdana located in West Kalimantan has successfully obtained ISPO certification, and can be used as a concrete example for other palm oil companies in effectively implementing the certification.

This success is not solely the result of the fulfillment of administrative and documentary aspects, but is also significantly influenced by the quality of human

resource (HR) training, supportive work environment conditions, and the level of management transparency.

By placing these three factors as the main foundation, PT Agrina Sawit Perdana is able to build an open, accountable and sustainability-oriented work system. The company's focus on strengthening HR training and improving the work environment has resulted in a work culture that encourages transparency in every process, thus strengthening the company's position in meeting and maintaining the ISPO standard.

This shows that the success of ISPO certification is not just a product of formal procedures, but more deeply a reflection of the internal readiness and quality of company management, especially in terms of its human resources.

2. Theoritical review

2.1 Certification

Certification is an assessment process carried out by a third party, such as a certification body or institution, to provide an official statement that a product, service or process has met certain standards ([Hutabarat 2017](#)).

This procedure serves as a form of formal recognition that establishes a set of principles, criteria, and indicators that all parties in the supply chain must follow. Thus, certification not only guarantees compliance with technical provisions, but also becomes an important guideline in encouraging sustainable practices in the production and distribution of a product ([Hutabarat 2017](#)).

Certification serves as a means to achieve certain goals, not an end in itself. Therefore, all parties need to realize that certification is part of the quality improvement process ([Anggraini and Harapan 2020](#)).

This also applies to teachers who take part in the certification program, where the main focus is not only to get professional allowances, but to show that they have mastered competencies according to applicable professional standards ([Anggraini and Harapan 2020](#)).

Based on the above opinion, certification is a formal assessment process by an independent institution to ensure that products, services or processes meet certain standards. Its function is to validate quality, technical compliance, and the application of sustainability principles, and to encourage continuous improvement. Certification is not an end goal, but a strategic step to improve quality, competence, and professional standards in various sectors.

2.2 HR Training

HR training is a strategic effort made to improve the capabilities and skills of employees in completing their tasks effectively (Gustiana, Hidayat, and Fauzi 2022).

Training is more focused on improving the technical and operational skills needed in the current job, while development aims to prepare employees to face greater responsibilities in the future, including readiness to occupy higher positions (Gustiana, Hidayat, and Fauzi 2022).

This activity can be carried out through various methods that are tailored to the objectives of the organization and the capacity of the resources owned by the company. In order for training and development to run optimally, it is important to ensure that its implementation is carried out fairly and transparently, and accompanied by a thorough evaluation to assess the level of success and effectiveness of the program on improving employee performance (Gustiana, Hidayat, and Fauzi 2022).

Basically, training is part of a learning process that aims to improve individual understanding and abilities. Therefore, in implementing training for employees, it is important to first understand how individuals learn effectively (Bariqi 2018).

In organizations where productivity is a priority, education and training are key elements. Individuals are encouraged to continuously develop themselves through continuous training. Thus, learning and practicing activities are seen as a lifelong process that never stops to support personal and professional growth (Bariqi 2018).

Based on the above opinion that human resource training is a strategic effort to improve employees' ability to carry out current tasks and prepare them for future responsibilities. Training must be implemented fairly, transparently, and evaluated to ensure its effectiveness.

Training is also a continuous learning process that encourages employees to continue to develop for personal and professional growth in a productive organization.

2.3 Work Environment

The work environment is one of the elements that affect employee performance levels. A positive work atmosphere is reflected in harmonious relationships between coworkers, superiors, and subordinates, as well as the availability of adequate facilities and equipment (Firjatullah, Wolor, and Marsofiyati 2023).

Conversely, unfavorable work environment conditions can trigger stress, reduce morale, and cause indiscipline such as tardiness in attendance (Firjatullah, Wolor, and Marsofiyati 2023).

The work environment has a crucial role in determining the level of job satisfaction of employees when carrying out their duties and responsibilities. In order for job satisfaction to be achieved optimally, a supportive and comfortable work atmosphere is needed (Retnosari 2017).

An unsupportive work environment has the potential to reduce employee performance. Therefore, companies need to create a positive work atmosphere and in accordance with the abilities and competencies of their employees, so that they are able to show their best performance to support the progress of the organization (Retnosari 2017).

Based on this description, it can be concluded that the work environment is an important factor that directly affects employee performance and job satisfaction. A conducive work environment with harmonious working relationships and adequate facilities can increase employee motivation, discipline, and performance. Conversely,

an unsupportive work environment has the potential to reduce morale and productivity.

2.4 Transparency

Transparency refers to an open attitude in conveying information, both related to the decision-making process and the delivery of important and relevant data about the condition of the company (Suripto 2020).

Transparency means that information can be accessed by external parties. Generally, companies that show a high level of transparency will receive positive perceptions from investors (Suripto 2020).

This is reinforced by (Farouk 2021) Transparency is a condition in which the company shows openness in conveying important information to interested parties. This openness aims to help the decision-making process which can have an impact on the company's operational continuity.

Based on the several opinions above, it can be concluded that work transparency is an open attitude in the delivery of relevant and important information, both to internal and external parties.

This openness not only supports proper decision making, but also builds trust and positive perceptions of the company, which ultimately contributes to the continuity and sustainability of the organization's operations.

Table 1. Previous Research

No	Author Name	Method	Result	Difference
HR Training on Transparency (Hypothesis 1)				
1	(Purnamasari 2015)	Quantitative method using SPSS application	training is one of the main strategies for building a sustainable culture of transparency within an organization or government institution.	Transparency, especially in the context of local government financial reporting, has not run optimally due to lack of training, unclear tasks, and lack of competent human resources in the accounting field. The

				focus of transparency in this context is more on administrative accountability and fiscal reporting.
2	(Khabib 2020)	Quantitative method using SPSS application	Transparent implementation of training and accompanied by clear evaluation is very important because it can strengthen clarity in compensation management, including salaries. With this transparency, employees can understand the link between increased competence through training and the rewards they receive, so they feel fairly valued. This not only increases trust, but also motivates employees to continue to improve performance and contribute better to the organization.	The difference is in the object under study
Work Environment on Transparency (Hypothesis 2)				
3	(Pradita, Hartono, and Mustoffa 2019)	Quantitative on SPSS version 23 analysis tool	There is a positive relationship between uncertain environmental conditions and the level of transparency in financial reporting.	The difference in the object studied is financial reporting while the research conducted is the company's transparency in corporate transparency.
4	(Lubis 2017)	Quantitative on SPSS analysis tools	Environmental uncertainty has an influence on openness in financial reporting transparency.	The difference in the object under study is financial reporting while the research conducted is company transparency in company transparency.
HR Training on Certification (Hypothesis 3)				
5	(Amarullah, Imaniah, and	Through direct training based on	Certification schemes in the field of Human	The HR certification scheme in this study

	Muthmainnah 2023)	the Certification Competency Test	Resource Management are a logical continuation of the implementation of training programs designed to ensure official recognition of employee work competencies. Through structured training, participants not only acquire knowledge and skills, but are also prepared to follow a certification process that tests the extent to which their abilities meet the applicable competency indicators.	focuses more on the recognition of individual competencies, while the HR training research on ISPO certification emphasizes the role of training in achieving company compliance and sustainability according to ISPO standards.
6	(Zulfahmi, Marantika, and Zulher 2022)	Quantitative using Lisrell	The findings in this study indicate that training has a significant impact on the pass rate of teacher certification. In other words, the frequency of teachers' involvement in training activities is directly proportional to their chances of succeeding in the certification process. The more intensive the training, the more likely teachers are to pass the certification according to the set standards.	While training for teacher certification is oriented towards individual and pedagogical competencies, training for ISPO certification is corporate and oriented towards meeting sustainability standards set by the government.
Work Environment on Certification (Hypothesis 4)				
7	(Indrapraja 2018)	This research uses qualitative	Based on the research results in this paper, the three types of certification have not functioned optimally as a means of compliance with environmental regulations.	The difference in this study is that the environmental variable studied is the work environment, in this previous study it was the social environment.
8	(Sabinus, Yurisinthae, and Oktoriana 2021)	Descriptive Qualitative	The low understanding of farmers of the ISPO principles shows that the work environment in the plantation sector still	The difference in this study is the different research objects.

			does not support the implementation of certification optimally. The lack of access to information and training hampers the capacity building of the workforce, which results in low awareness and participation in the certification process.	
Transparency towards Certification (Hypothesis 5)				
9	(Yamin, Ginting, and Harris 2024)	This research is descriptive qualitative.	Transparency in land certification is an important element in good land governance, as it ensures fairness, efficiency, and sustainability.	The difference in this study is that the certification carried out is a land certificate which is to fulfill the principle of transparency.
10	(Teapon et al. 2023)	Structural Equation Modeling - Partial Least Squares (SEM-PLS)	The results of transparency towards certification in the citation show that the oil palm development model in South Halmahera Regency is considered sustainable from the perspective of local communities because it meets the principles and criteria of ISPO and sustainable development goals (SDGs).	The difference in this study is the different objects of research conducted.

2.5 Research Framework

A framework is a systematic description of the logical flow that explains the relationship between variables in a study. This framework serves as a theoretical foundation that guides researchers in structuring and explaining how and why a variable can affect other variables. The following is the framework in this study, among others :

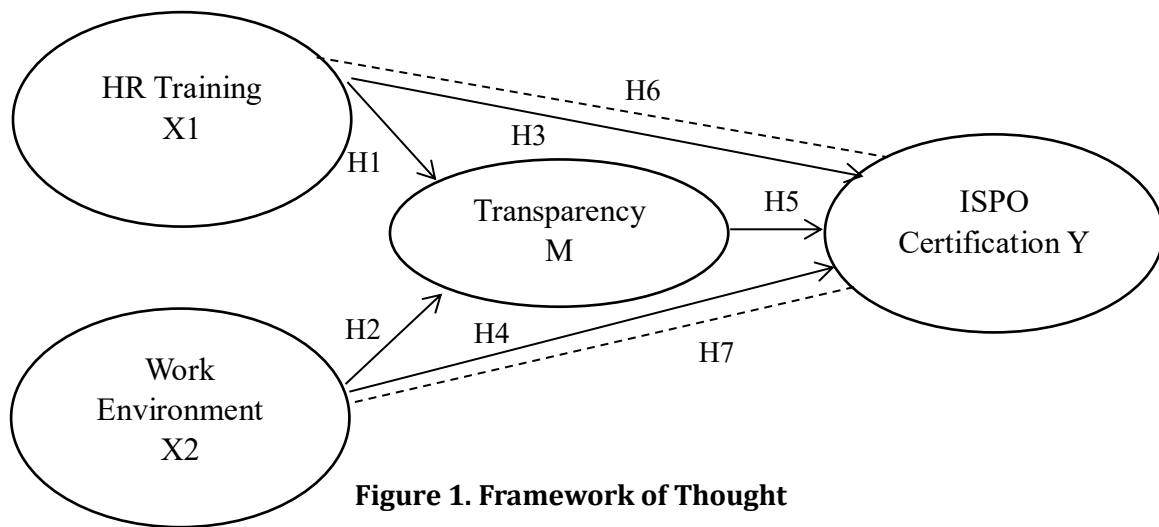


Figure 1. Framework of Thought

3. Research Methodology

This research uses a quantitative approach that aims to measure and analyze the relationship between variables objectively and systematically based on numerical data.

In its implementation, this research adopts purposive sampling technique, which is a sampling method based on certain criteria set by the researcher, so that the respondents involved are truly relevant and in accordance with the research context.

The criteria for respondents are employees of PT Agrina Sawit Perdana who have worked for at least one year, and occupy positions that are directly related to the variables studied, such as in the HR (Human Resources), SHE (Safety Health and Environment), Palm Oil Plantation Operations, Palm Oil Mill Operations, SSL (Social, Security & Legal). Based on these criteria, the number of samples obtained was 84 employees. The selection of the number and characteristics of this sample is intended so that the data obtained is valid and reflects the actual conditions in the field.

This study tests seven main hypotheses which include the direct influence between several independent variables (independent) on the dependent variable (dependent), as well as two mediation relationship paths through intervening variables. Hypothesis testing was carried out with inferential statistical analysis using statistical data processing software, in order to measure the significance of the

relationship between variables and identify direct and indirect (mediating) influences that occur.

With this design, the research not only evaluates the effect of each variable partially, but also examines the mediation mechanism that explains how one variable can affect another variable through an intermediary.

The results of this test are expected to provide a comprehensive picture of the relationship between factors that influence work dynamics at PT Agrina Sawit Perdana, as well as a basis for more effective and data-based policy making.

4. Research Result

4.1 Results Outer Loading

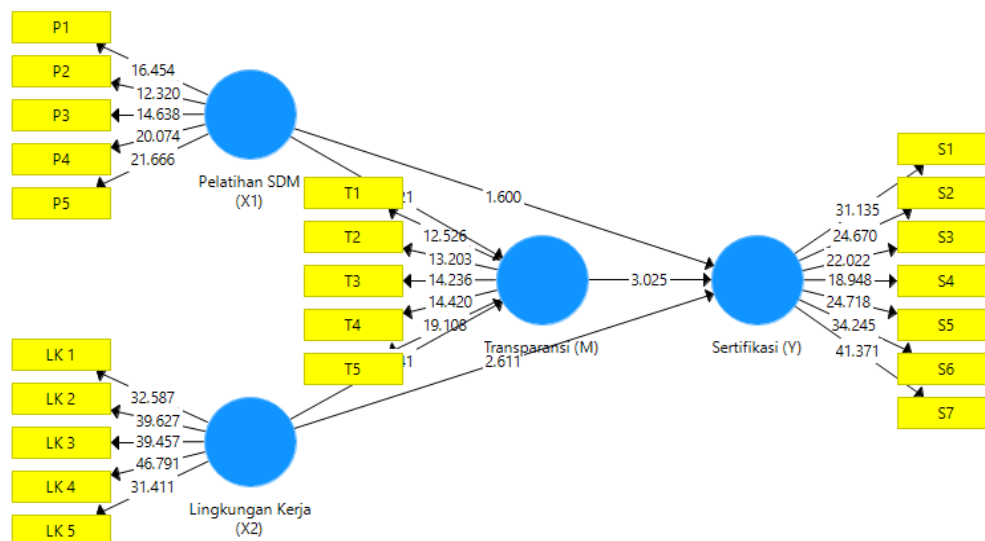


Figure 2 Outer Loading Results

The figure above shows the conceptual model of research using a quantitative approach with the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS). This model examines the relationship between three main variables, namely HR Training (X1), Work Environment (X2), Transparency (M) as a mediating variable, and Certification (Y) as the dependent variable. Each latent variable is measured using several indicators displayed through the loading value on each arrow.

HR Training (X1) is measured by five indicators (P1-P5), and has a direct relationship to the Transparency variable (M) with a path coefficient of 1.600. Meanwhile, Working Environment (X2), which is also measured by five indicators (LK1-LK5), has a greater influence on Transparency, at 2.611. This suggests that good working conditions are more significant in improving transparency than training itself. Both variables have no direct path to the Certification variable (Y), indicating that their influence is mediated by Transparency.

The variable Transparency (M) acts as a very important mediator in this model. It is measured by five indicators (T1-T5) and has a strong influence on Certification (Y) with a path coefficient of 3.025. This means that the higher the level of information disclosure in the organization, the more effective and optimal the certification results will be. Certification itself is measured using seven indicators (S1-S7), each of which shows a high loading value, indicating good validity of the measuring instrument.

Overall, the model illustrates that transparency is an important element in bridging the influence of training and work environment on the success of the certification process. In other words, training and work environment do not necessarily improve certification outcomes directly, but require transparency as an intermediary mechanism that amplifies their impact. This finding supports the mediation hypothesis, in which transparency strengthens the relationship between the independent and dependent variables.

1. Construct Validity

Construct validity is a type of validity that shows the extent to which the measuring instrument (research instrument) is actually able to measure the concept or construct referred to in the study.

The standard value for construct validity is more than 0.7 which is considered valid, but on the other hand, if the original sample value produced is less than 0.7, it is certain that the data is invalid, the following processed results on each variable include :

Table 2. HR Training Variable Validity Test Results

Variable	Original Sample	P Values	Description
1st HR Training	0,917	0,000	Validated
2nd HR Training	0,879	0,000	Validated
3rd HR Training	0,908	0,000	Validated
4th HR Training	0,900	0,000	Validated
5th HR Training	0,896	0,000	Validated

Table 3. Results of the Work Environment Variable Validity Test

Variable	Original Sample	P Values	Description
1st Work Environment	0,939	0,000	Validated
2nd Work Environment	0,951	0,000	Validated
3rd Work Environment	0,957	0,000	Validated
4th Work Environment	0,961	0,000	Validated
5th Work Environment	0,945	0,000	Validated

Table 4. Transparency Variable Validity Test Results

Variable	Original Sample	P Values	Description
1st Transparency	0,907	0,000	Validated
2nd Transparency	0,874	0,000	Validated
3rd Transparency	0,920	0,000	Validated
4th Transparency	0,923	0,000	Validated
5th Transparency	0,910	0,000	Validated

Table 5. Serification Variable Validity Test Results

Variable	Original Sample	P Values	Description
1st Certification	0,947	0,000	Validated
2nd Certification	0,946	0,000	Validated
3rd Certification	0,943	0,000	Validated
4th Certification	0,929	0,000	Validated

5th Certification	0,945	0,000	Validated
6th Certification	0,947	0,000	Validated
7th Certification	0,967	0,000	Validated

Based on Table 2 to Table 5, it can be concluded that all indicators of each research variable have met the criteria for construct validity, both convergently (seen from the loading factor value) and significantly (seen from the p-value).

In Table 2, the original sample value (loading factor) for the five indicators of the HR Training variable ranges from 0.879 to 0.917, all of which are > 0.7 , indicating that each indicator has a strong correlation with the HR Training construct. The overall p-value = 0.000, means statistically significant at the 95% confidence level ($p < 0.05$). Thus, all indicators are validated and feasible to use to measure the HR Training construct.

Table 3 shows that the five Work Environment indicators have loading factor values between 0.939 to 0.961, indicating a very strong relationship with the main construct. All p-values are also 0.000, indicating high significance. This means that the indicators are constructively valid and statistically able to explain the Work Environment variable consistently and precisely.

In Table 4, the Transparency indicators show excellent loading factors, ranging from 0.874 to 0.923, with all p-values also 0.000. This indicates that all Transparency questionnaire items are relevant and valid in describing the construct being measured, namely transparency attitudes in the organizational context.

Table 5 contains seven indicators for the Certification variable, all of which have high loading factor values (0.929 to 0.967) and significant p-values (0.000). This indicates that each indicator is able to strongly and significantly explain important aspects of the certification process.

All indicators on the HR Training, Work Environment, Transparency, and Certification variables are well validated, which means that each instrument item

can be used to continue the structural model analysis. This high construct validity ensures that the research instruments are accurate in measuring the variables studied, and can provide valid and reliable results.

2. Convergent Validity

Convergent validity is a type of construct validity that shows the extent to which indicators measuring the same construct (latent variable) are highly correlated with each other. In other words, convergent validity ensures that multiple indicators that are supposed to measure the same concept actually relate to each other consistently.

Usually indicated by the p-value must be greater than the standard value of 0.50, indicating that the indicator is statistically significant to measure the convergent, but on the contrary, if the result of the AVE value is smaller than 0.50, it cannot be said to be valid against the variable under study, the following are the results of convergent validity, among others :

Table 6. Results of Convergent Validity Test for Each Variable

Variable	<i>Average Variance Extracted</i>	Standard Value	Description
HR Training (X1)	0,810	0,50	Ideal
Work Environment (X2)	0,903	0,50	Ideal
Transparency (M)	0,823	0,50	Ideal
Certification (Y)	0,896	0,50	Ideal

From the results of the table above, it shows that all variables have AVE values far above the minimum limit of 0.50, indicating that each construct has good convergent validity. it can be concluded that the indicators used in this study consistently measure the intended construct, and can be trusted to be used in further analysis.

3. Reliability

Reliability test is a test conducted to determine the consistency or reliability of a research instrument (such as a questionnaire or test) in measuring a variable. Recommended minimum value: ≥ 0.70 to be said to be reliable, on the contrary, if

it is less than the standard value, it cannot be said to be reliable, the following are the results of the reliability test, among others :

Table 7. Reliability Test Results for Each Variable

Variable	<i>Cronbach's Alpha</i>	Standard Value	Description
HR Training (X1)	0,941	0,70	Reliable
Work Environment (X2)	0,973	0,70	Reliable
Transparency (M)	0,946	0,70	Reliable
Certification (Y)	0,981	0,70	Reliable

Based on the results of the reliability test conducted using the Cronbach's Alpha value, it is known that all variables in this study show values above the minimum standard set, namely 0.70. The HR Training variable (X1) obtained a value of 0.941, Work Environment (X2) of 0.973, Transparency (M) of 0.946, and Certification (Y) of 0.981.

All of these values are above 0.90, which means that each variable has a very high level of reliability. This shows that the instrument or question items on each variable are able to measure the intended construct consistently and reliably. Thus, the instruments in this study are declared reliable and suitable for further analysis.

4.2 Results Inner Loading

1. Path Analysis Results

Path analysis is a statistical method used to measure the causal relationship between variables in a model, be it direct or indirect relationships. This analysis is a development of multiple linear regression, and is usually used to test models that involve more than one path of relationship between variables.

With the value of the p value analysis must be below 0.05, it can be said to have an effect, but on the other hand, if the p value result is greater than 0.05, it can be said that the hypothesis has no effect.

Table 8. Path Test Results

No.	Variable	Original Sample	T Statistics	P Values	Description
1.	HR Training→ Transparency (H ₁)	0,562	3,921	0,000	Influential Positive and Significant
2.	Work Environment→ Transparency (H ₂)	0,393	2,941	0,003	Influential Positive and Significant
3.	HR Training→ Certification (H ₃)	0,190	1,600	0,110	Not affected and not significant
4.	Work Environment→ Certification (H ₄)	0,400	2,611	0,009	Influential Positive and Significant
5.	Transparency → Certification (H ₅)	0,389	3,025	0,003	Influential Positive and Significant

Based on the results of the path analysis test, it is found that the HR Training variable has a positive and significant effect on Transparency with an original sample value of 0.562, a T Statistics value of 3.921, and a P Value of 0.000 ($p < 0.05$), so that hypothesis H1 is accepted.

Furthermore, the Work Environment variable also has a positive and significant effect on Transparency with an original sample value of 0.393, T Statistics of 2.941, and a P Value of 0.003 ($p < 0.05$), so hypothesis H2 is also accepted. However, HR Training does not have a significant effect on Certification, because the original sample value is only 0.190, T Statistics of 1.600, and P Value 0.110 ($p > 0.05$), so hypothesis H3 is rejected.

Conversely, the Work Environment variable is proven to have a positive and significant effect on Certification, with an original sample of 0.400, T Statistics of 2.611, and P Value of 0.009, so hypothesis H4 is accepted. Finally, the Transparency variable also has a positive and significant effect on Certification, with an original sample value of 0.389, T Statistics 3.025, and P Value 0.003 ($p < 0.05$), so that hypothesis H5 can be accepted.

2. Intervening Test Results

The mediation test is a statistical analysis used to determine whether the effect of an independent variable (X) on the dependent variable (Y) is channeled through an intermediate variable called the mediating variable (M). the same as the path test, if the value of the p value analysis must be below 0.05, it can be said to have an effect, but on the contrary, if the p value result is greater than 0.05, it can be said that the hypothesis has no effect.

Table 9. Intervening Test Results

Variable	Original Sample	T Statistic	P Values	Description
HR Training → Transparency → Certification (H ₆)	0,219	2,391	0,017	Full Intervening
Work Environment → Transparency → Certification (H ₇)	0,153	2,108	0,035	Full Intervening

Based on the results of the mediation test conducted, it is known that the Transparency variable acts as a full mediator (full intervening) in the relationship between the HR Training and Certification variables, as well as between the Work Environment and Certification.

First, on the HR Training → Transparency → Certification pathway (H₆), the original sample value is 0.219 with a T statistic of 2.391 and a p-value of 0.017 ($p < 0.05$). This value indicates that the indirect effect of HR Training on Certification through Transparency is significant, while it was previously known that the direct effect of HR Training on Certification was not significant. Thus, it can be concluded that Transparency fully mediates the relationship (full intervening).

Second, on the path Work Environment → Transparency → Certification (H₇), the original sample value is 0.153 with a T statistic of 2.108 and a p-value of 0.035 ($p < 0.05$). Just like before, the indirect effect is significant, and because the direct effect of Work Environment on Certification has decreased or become insignificant after including the Transparency variable, this mediation is also classified as full mediation (full intervening).

3. R-Square Test Results

The R Square (R^2) value shows how much the independent variable is able to explain the variation in the dependent variable in the research model. The higher the R^2 value, the stronger the relationship between the independent variable and the dependent variable.

Table 10. R-Square Test Results

Variable	Adjusted R-Square	R-Square	Description
Transparency	0,910	0,914	Strong
Certification	0,879	0,882	Strong

The R Square test results show that the Transparency variable has an R Square value of 0.914 and an Adjusted R Square of 0.910, which means that about 91.4% of the variation in Transparency can be explained by the independent variables in the model, with an adjustment of 91.0%. This value shows the strength of a very good model in explaining the Transparency variable.

Similarly, in the Certification variable, the R Square value is 0.882 and the Adjusted R Square is 0.879, which indicates that about 88.2% of the variation in Certification can be explained by the independent variables in the model with an adjustment level of 87.9%. Both values indicate that the research model has a strong strength in explaining the variability of the two variables, so this model can be relied upon for analysis and prediction in research.

4.3 Discussion

1. The Effect of HR Training on Transparency

The analysis results show that HR Training has a positive and significant effect on Transparency. This confirms that improving the quality and intensity of training provided to human resources at PT Agrina Sawit Perdana is a crucial factor in building transparency in work processes and reporting related to ISPO

certification. Well-trained human resources not only understand the technical procedures and standards that must be met, but are also able to carry out their duties in a professional, honest and accountable manner.

At PT Agrina Sawit Perdana, continuous training of human resources enables each individual to understand the importance of information disclosure and standardized work processes, thus minimizing errors or data manipulation that could disrupt the ISPO certification process. With competent human resources who are aware of their responsibilities, transparency will be realized in real terms, giving higher trust from auditors and related stakeholders.

From these results in line with research conducted by [\(Purnamasari 2015\)](#) training is one of the main strategies for building a sustainable culture of transparency within an organization or government institution.

2. The Effect of Work Environment on Transparency

A conducive and supportive work environment has a very important role in increasing transparency, and this is proven to have a positive and significant effect at PT Agrina Sawit Perdana. A good work environment is not only in the form of adequate physical facilities, but also includes psychological and social aspects that are directly related to human resources. In this context, open communication, honest work culture, and mutual trust between employees and management are the main keys that allow transparency in the implementation of ISPO standards to be realized effectively.

Facilities and management support also play an important role in ensuring employees have sufficient resources to perform their duties properly. The availability of tools and systems that support proper reporting and documentation will expedite the transparency process. Thus, a conducive work environment at PT Agrina Sawit Perdana not only improves HR performance, but also creates an atmosphere in which transparency can develop optimally, helping the company achieve and maintain ISPO certification.

From these results in line with research conducted by (Pradita, Hartono, and Mustoffa 2019) There is a positive relationship between uncertain environmental conditions and the level of disclosure in financial reporting.

3. The Effect of HR Training on Certification

The results of the analysis show that human resource training does not have a significant direct effect on the success of ISPO certification. This indicates that although HR training is an important investment in improving employee competence, the effect of training does not automatically translate into certification success without other factors acting as a bridge.

In PT Agrina Sawit Perdana, HR training must be integrated with efforts to build strong transparency in ISPO work processes, reporting and auditing so that the impact of training can truly improve the quality of certification. In other words, training is an important first step, but the success of certification depends largely on how the training is translated through effective transparency and optimal HR management.

This result is in line with research conducted by (Amarullah, Imaniah, and Muthmainnah 2023) Through structured training, participants not only gain knowledge and skills, but are also prepared to take part in a certification process that tests the extent to which their ability to meet applicable competency indicators.

4. The Effect of Work Environment on Certification

A healthy and supportive work environment has a positive and significant effect on achieving ISPO certification at PT Agrina Sawit Perdana. From a human resource perspective, a conducive work environment not only includes physical aspects such as adequate facilities, but also involves social and psychological aspects that are very important in supporting HR performance. A good environment increases employee motivation, job satisfaction and commitment in carrying out the procedures and standards set by ISPO.

Facilities and management support are also an integral part of an effective working environment. The availability of sufficient resources, such as information

technology for recording and reporting, as well as ongoing training, helps HR carry out the certification process smoothly and on time. Therefore, a conducive work environment at PT Agrina Sawit Perdana not only improves HR welfare but also directly drives success in obtaining and maintaining ISPO certification.

This result is in line with research conducted by [\(Indrapraja 2018\)](#) Based on the research results in this paper, the three types of certification have not functioned optimally as a compliance tool for environmental regulations.

5. The Effect of Transparency on Certification

Transparency is proven to have a positive and significant influence on the success of ISPO certification, where the role of human resources is very central in realizing this transparency. Competent and integrity human resources are the spearhead in managing data, conducting internal audits, and implementing ISPO standard procedures accurately and openly.

At PT Agrina Sawit Perdana, effective transparency can be achieved if employees understand and apply the principles of openness in every stage of the certification process. This includes accurate data recording, complete reporting, and openness to audit findings.

In addition, HR that plays an active role in maintaining transparency is also able to increase the trust of external auditors and stakeholders, which is a crucial factor in the success of certification. This trust is created because auditors can see real evidence and transparent processes without any fraud or data manipulation. Therefore, PT Agrina Sawit Perdana needs to continue to increase the capacity of its human resources to be able to consistently implement the principles of transparency, so that ISPO certification can be achieved and maintained optimally.

These results are in line with research conducted by [\(Teapon et al. 2023\)](#) The results of transparency on certification in the quote show that the oil palm development model in South Halmahera Regency is considered sustainable from the perspective of local communities because it meets the principles and criteria of ISPO and sustainable development goals (SDGs).

6. The Effect of HR Training on Certification through Transparency

The mediation results show that the influence of HR Training on the success of ISPO Certification is fully channeled through Transparency. This confirms that the training provided to HR does not directly impact certification, but first increases the ability and awareness of employees in carrying out the principles of transparency in every work process. In other words, effective training must be able to form human resources who are not only technically skilled, but also understand the importance of openness, honesty, and accountability in reporting and implementing the ISPO standard.

At PT Agrina Sawit Perdana, the integration of HR training with transparency implementation helps create a cycle of continuous improvement, where every lesson from training is implemented in open and well-documented work processes. Thus, training not only improves individual capabilities, but also strengthens the transparency system, which is a key foundation in achieving and maintaining ISPO certification.

7. The Effect of Work Environment on Certification through Transparency

The mediation results show that the effect of Work Environment on the success of ISPO Certification is fully mediated by Transparency. This means that a conducive and supportive work environment will encourage transparency in every work process, and it is this transparency that directly increases the chances of ISPO certification success. From a human resources perspective, this confirms that while a healthy work environment is very important, its added value to ISPO certification will only be optimal if it is supported by human resources who are able to consistently implement transparency principles.

Thus, a supportive work environment serves as the foundation that enables HR to implement transparency in real terms in their daily activities. Without strong transparency, the positive impact of the work environment on the success of ISPO certification will be difficult to achieve optimally. Therefore, HR development should focus not only on improving technical skills, but also on strengthening a culture of transparency supported by a healthy and supportive work environment.

5. Conclusion

The following are the conclusions from the analysis of 7 hypotheses related to HR training, work environment, transparency, and ISPO certification at PT Agrina Sawit Perdana in 7 points :

1. **HR training has a positive and significant effect on transparency**, which means that improving the quality of training can improve openness and clarity in the work process and reporting of ISPO certification.
2. **A conducive and supportive work environment also has a positive and significant effect on transparency**, indicating that a healthy work atmosphere encourages employees to carry out the process openly and accountably.
3. **HR training does not have a direct significant effect on ISPO certification**, indicating that training alone is not enough to increase certification without other supporting factors.
4. **Working environment has a positive and significant direct effect on ISPO certification**, indicating that good working conditions directly help achieve certification standards.
5. **Transparency has a positive and significant effect on ISPO certification**, which means that openness and accountability in the work process are essential for successful certification.
6. **The effect of HR training on ISPO certification is fully mediated by transparency**, so training is effective when it is able to increase transparency in the implementation of the ISPO standard.
7. **The effect of work environment on ISPO certification is also fully mediated by transparency**, indicating that a good work environment promotes transparency as the main pathway to improve certification success.

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