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Salam hangat dari kami untuk para akademisi dan peneliti di dunia Manajemen, semoga sedikit dari kami ini dapat memberikan kontribusi bagi dunia Manajemen. Semoga berkah bagi kita semua.

Salam hangat dari Surabaya,
Ketua Departemen Manajemen

Fakultas Ekonomi & Bisnis – Universitas Airlangga

AP Dr. Gancar C. Premananto

DAFTAR ISI

KATA PENGANTAR.....	2
DAFTAR ISI.....	3
RUMPUN MANAJEMEN KEUANGAN	5
1. Working Capital Financing and Corporate Profitability in the ASEAN Region: The Role of Financial Development.....	6
2. CEO Characteristics, Firm Policy, and Firm Performance.....	7
RUMPUN MANAJEMEN OPERASI DAN RANTAI PASOK.....	8
1. A Hierarchical Cluster Analysis of Port Performance in Malaysia	9
2. Logistic Capability and Total Quality Management Practice on SME’s Performance	10
RUMPUN MANAJEMEN PEMASARAN	11
1. What is Holding Customers Back? Assessing the Moderating Roles of Personal and Social Norms on CSR’S Routes to Airbnb Repurchase Intention in the COVID-19 Era	12
2. Environmentally Responsible Behavior and Knowledge-Belief-Norm in the Tourism Context: The Moderating Role of Types of Destinations.....	13
3. World-Class Universities: Past and Future.....	14
4. How to Attract the Library Visitors? The Role of CSR at The Library, Library Image, Customer Value, and Loyalty to The Library: Evidence from Indonesia	15
5. The Relationship Between White Ocean Strategy, Customer Value, and Customer Engagement	16
6. Trans-Purchase Intention in Transmedia Storytelling.	17
RUMPUN MANAJEMEN SUMBER DAYA MANUSIA.....	18
1. Are Job Satisfaction and Role Breadth Self-Efficacy the Links to Proactive Work Behavior? .	19
2. Creating the Path for Quality of Work Life: A Study on Nurse Performance.....	20
3. Life events, Philosophy, Spirituality and Gastronomy Experience	21
4. Livelihood Strategies of Women Entrepreneurs in Indonesia.	22
5. Negative vs. Positive Psychology: A Review of Science of Well-Being.....	23
6. The Mediation Role of Adoption Readiness on Perceived Anxiety and Attitude Toward Using Database Management System at Correctional Institutions.	24
7. The Role of Cynicism in Follower Championing Behavior: The Moderating Effect of Empowering Leadership.....	25
8. Empowering Leadership and Behavioral Support for Change: The Moderating Role of a Diverse Climate.....	26
9. Identification of Factors Determining the Success of Health Care at Correctional Institutions in Indonesia.....	27

10. Organizational Change Capability: A Systematic Review and Future Research Directions.....	28
11. The Antecedents and Consequences of Organizational Learning in the Library: A systematic Literature Review	29
12. The Role of Women Entrepreneurship Antecedents in Supporting Social and Economic Well-being	30
13. Leader-Member Exchange as an Intervening Variable for Authentic Leadership and Performance	31
14. Why and When Do Employees Hide Their Knowledge?	32
15. Fostering Creative Performance in Public Universities.....	33
16. The Mediating Role of Work Engagement: A Survey Data on Organizational Citizenship Behavior.....	34
17. Understanding the Linear and Curvilinear Influences of Job Satisfaction and Tenure on Turnover Intention of Public Sector Employees in Mongolia.....	35

**RUMPUN
MANAJEMEN
KEUANGAN**

1. Working Capital Financing and Corporate Profitability in the ASEAN Region: The Role of Financial Development.

Setianto, R. H., Sipayung, R. S., & Azman-Saini, W. N. (2022)

Entrepreneurial Business and Economics Review, 10(1), 51-64. (Q2)

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Working capital financing and corporate profitability in the ASEAN region: The role of financial development

Rahmat Heru Setianto, Rani Septiani Sipayung, W.N.W. Azman-Saini

ABSTRACT

Objective: This article empirically investigates the role played by financial development in determining the relationship between working capital financing and firms' profitability.

Research Design & Methods: Employing data of publicly listed manufacturing firms in five ASEAN countries – namely Indonesia, Malaysia, Philippines, Singapore, and Thailand – spanning 2009-2018, resulted in 6183 firm-years observations. This study conducts an analysis using the two-steps generalized method of moments (GMM) estimator.

Findings: The inverted U-shape effect of working capital financing on firm profitability is confirmed. Moreover, new evidence appeared that firms which operate in more financially developed regions have the opportunity to utilise a greater percentage of short-term debt without destroying their profitability.

Implications & Recommendations: Corporate managers should avoid using excessive short-term debt to finance their working capital requirement as the risk of refinancing and interest outweigh its benefit. Secondly, given the significant role played by financial development, policy makers should give priority to financial reforms and development to ensure firms have access to finance and hence foster their growth for the benefit of the economy.

Contribution & Value Added: This article contributes to the existing literature in two ways. Firstly, this is the first study to analyse the role of financial development on working capital financing and profitability relationship. Secondly, the study extends the insight of this research area onto a large emerging region that has never been studied before: the ASEAN region.

Article type: research article

Keywords: working capital financing; financial development; performance

JEL codes: G30, G32

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INTRODUCTION

Working capital management is essential to firms' decision-making. Working capital policies are necessary for the firm as they have direct effects on day-to-day activities, which in turn affect company performance. Corporate finance literature argues that managing working capital focuses on two aspects, namely investment and financing decisions. So far, there have been numerous empirical studies examining the effect of working capital investment on firm performance (e.g. Shin & Soenen, 1998; Deloof, 2003; Kieschnick *et al.*, 2013; Aktas *et al.*, 2015; Baños-Caballero *et al.*, 2014; Charitou *et al.*, 2012; Setianto & Pratiwi, 2019). However, studies on the financing of working capital are very limited; so far, three empirical studies have examined the impact of financing policy of working capital requirements on performance (Baños-Caballero *et al.*, 2016; Altaf & Ahmad, 2019; Pandan & Nanda, 2018).

To finance their working capital, firms have two alternatives, namely internal financing sources using free cash flow or external funding sources using debt or equity. Theoretically, financial managers

2. CEO Characteristics, Firm Policy, and Firm Performance

Setiawan, R., & Gestanti, L. (2022).

International Journal of Business and Society, 23(1), 371-389. (Q3)

<https://publisher.unimas.my/ojs/index.php/IJBS/article/view/4620>

International Journal of Business and Society, Vol. 23 No. 1, 2022, 371-389

CEO CHARACTERISTICS, FIRM POLICY, AND FIRM PERFORMANCE

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ABSTRACT

This research aims to investigate the effect of CEO characteristics (female gender, education, and age) on the financing policy (interest-bearing debt to total assets), investing policy (capital expenditure), and firm performance (return on assets) when it is controlled by firm size and firm age. Our research uses the data of the manufacturing companies listed on the Indonesia Stock Exchange (IDX) in the period 2010 - 2017. The results of our research show that female CEOs have a significant negative effect on financing policy. This has a significant positive effect on firm performance, but no significant effect on investing policy. We also found that CEO education negatively and significantly affects financing policy, but positively and significantly affects investing policy and performance. Meanwhile, CEO age has a significant negative influence on financing policy but no significant influence on investing policy and performance. Our research results support behavioral finance theory by providing empirical evidence that CEO behavioral aspects are correlated with the female gender, education, and age in terms of significantly affecting firm policies and performance. The implication of this research is that investors should know the CEO characteristics of the companies in which they invest their money because the CEO characteristics can be used as references to predict performance and CEO policy decision-making.

Keywords: Female CEO, CEO education, CEO age, financing policy, investing policy, firm performance.

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1. INTRODUCTION

This research aims to investigate the effect of CEO characteristics on firm policy and performance. The CEO characteristics include being of the female gender, education, and age. The issue of the female gender in the finance literature is one of the new issues addressed by scientists in the finance field (Liu et al., 2014; Faccio et al., 2016; Pasaribu, 2017; Terjesen et al., 2016; Frye & Pham, 2018; Kaur & Singh, 2019; Hoang et al., 2019; Ismail et al., 2019; Vu et al., 2019; Soewarno et., 2020; Dah et al., 2020; Bautista et al., 2020; Tran et al., 2021; Biswas, 2021; Shen et al., 2021). Recently, the female gender issue in business and management has become an interesting issue. The year 2017 was a female-friendly year (fortune.com, 2017). This is because in that year, the number of female CEOs was the highest among the Fortune 500 companies. Although it was the

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**RUMPUN
MANAJEMEN
OPERASI DAN RANTAI
PASOK**

1. A Hierarchical Cluster Analysis of Port Performance in Malaysia

Rozar, N. M., Sidik, M. H., Razik, M. A., Kamaruddin, S. A., Rozar, M. K. A. M., Usman, I., & Alown, B. E. (2022).

Maritime Business Review (Q2)

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A hierarchical cluster analysis of port performance in Malaysia

An analysis of port performance in Malaysia

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Abstract

Purpose – The term competitive has always been used as a comparison to provide a distinction between two or more things. Southeast Asia handles billions of tonnes of global seaborne trade annually. Thus, there is a necessity to look in detail at the performance indicators of port competitiveness on the basis of port performance.

Design/methodology/approach – This study has categorized 18 Malaysian bulk terminals into two different classes based on various performance indicators. The distinctions used a hierarchical cluster analysis by arranging the performance indicators. The technique is among the most popular techniques used to form homogeneous groups of entities or objects.

Findings – In this study, it was found that two classes were classified as being competitive from the homogeneous groups created. Based on the performance metrics chosen, Group 1 had the lowest score, and Group 2 had the highest score. It was found that the Westport and Northport of Klang Port had the best performance of all.

Research limitations/implications – A major challenge for the study is the lack of variables relevant to other port competitiveness requirements, and a detailed research study is needed to gather information on the satisfaction of terminal customers, the paperwork involved, the accuracy and consistency of tariffs paid, the level of safety at sea and on land, and environmental protection around the facility site.

Originality/value – The study on ports has been given less attention among researchers in this particular area. Therefore, this paper focuses on the port terminals in Malaysia and compares port performance metrics between ports to determine their competitiveness.

Keywords Port performance, Port competitiveness, Scheduling algorithms, Hierarchical cluster
Paper type Research paper

1. Introduction

Seaports are a component of the supply chain that serve as an important link in the transportation system, facilitating the flow of freight. Malaysia is a renowned nation with some of the world's busiest ports. Seaborne trade has grown to 10.7 billion tons and almost half of it

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2. Logistic Capability and Total Quality Management Practice on SME's Performance

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Journal of Distribution Science, 20(7), 97-105. (Q4)

<http://eprints.uwp.ac.id/id/eprint/3506/>

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Logistic Capability and Total Quality Management Practice on SME's Performance

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Abstract

Purpose: This study aims to analyze and prove the effect of logistic capability and Total Quality Management practices on Micro, Small and Medium Enterprises (SME) performance directly or mediated by non-financial performance. **Research design, data and methodology:** This study tested the hypothesis using Hierarchical multiple regression analysis, the method of data collection in this study was using questionnaire, the sampling technique was purposive sampling technique, with SME that has been established for more than 5 years and manufacturing. The data analyzed were 180 respondents using SPSS 25. **Results:** The findings showed that logistic capability has direct and indirect effects on SME financial performance and has a positive effect on SME financial performance mediated by non-financial performance. While the total quality management practices have a positive effect on SME financial performance mediated by non-financial performance. Thus, companies can achieve maximum financial performance if they invest in developing employee knowledge and concerning on non-financial actions, such as employee satisfaction, innovation and proactively seeking market opportunities. **Conclusions:** In conclusion, one of the main factors that companies need to consider to improve financial performance is non-financial performance in mediating the effect of logistic capability and TQM practices on the financial performance of SMEs.

Keywords : Logistic Capability, TQM Practices, SME, Distribution, Non-financial Performance, Financial Performance

JEL Classification Code: M1, M11, M35

1. Introduction

Company's failure in conducting the business is caused by the manager's lack of understanding on their business goals so that it has implications for the decline in company performance. Sooner or later, company must have supply

chain agility by logistic capability to achieve performance by TQM (Ghgor & Holcomb, 2012; Haroon, Shariff, & Yusof, 2019). The positive contributions are obtained from various processes or activities that provide added value to the company, for example the production process, logistics and marketing processes and all these activities must lead to

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**RUMPUN
MANAJEMEN
PEMASARAN**

1. What is Holding Customers Back? Assessing the Moderating Roles of Personal and Social Norms on CSR'S Routes to Airbnb Repurchase Intention in the COVID-19 Era

Chuah, S. H. W., Sujanto, R. Y., Sulistiawan, J., & Aw, E. C. X. (2022).

Journal of Hospitality and Tourism Management, 50, 67-82. (Q1).

https://www.sciencedirect.com/science/article/pii/S1447677021002126?casa_token=f7tnD6TXDBsAAAAA_rQUb8DaVrJozRvZDXAylhmM7TWr3T0sftJMacesKCM1UzSmsCjwypZMwfoUgOLT1LNXviTDR2A



1. Introduction

The COVID-19 pandemic, akin to a black swan event, has not only disrupted mobility on people around the world but has also ravaged the global travel and hospitality industry, especially the peer-to-peer (P2P) accommodation sector (Eggergreen & Sedesman, 2020; Zhang, Geog, et al., 2021; Zhang, Xia, et al., 2021). Local experience and interpersonal connection, which used to be sources of competitive advantage for Airbnb, lost their appeal during the pandemic. According to Airbnb, an online rental marketplace firm, Airbnb bookings in Beijing declined by 96% from January to March 2020 as the virus spread throughout China, while bookings in New York City, San Francisco, and Seattle saw a drop of more than 50% (Hansford, 2020). In areas like the Jersey Shore and

Newport Beach, California, and in states like Pennsylvania and Vermont, officials prohibited short-term rentals as part of COVID-19 countermeasures (Lasky, 2020). Due to the sheer number of cancellations and sluggish demand, Airbnb suffered a staggering revenue drop of \$1.2 billion for the first nine months of 2020 (Griffith, 2020), leading Airbnb CEO Brian Chesky to profess that "travel as we know it is over" (Lakstein & Blumberg, 2020). In addition, new demands for social distancing and personal hygiene placed Airbnb at a disadvantage compared to traditional hotels with better contactless solutions (e.g., self-check-in kiosks) as well as stricter safety and cleaning protocols (e.g., sanitization of rooms with UV light robots) (Grew, 2021).

Consequently, Airbnb, which has historically been the pioneer of change management in the hospitality industry, decided to undertake

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2. Environmentally Responsible Behavior and Knowledge-Belief-Norm in the Tourism Context: The Moderating Role of Types of Destinations

Fenitra, R. M., Premananto, G. C., Sedera, R. M. H., Abbas, A., & Laila, N. (2022)

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Environmentally responsible behavior and Knowledge-Belief-Norm in the tourism context: The moderating role of types of destinations



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Knowledge-Belief-Norm

ABSTRACT

In the past decade, Indonesia's Special Region of Yogyakarta has attracted steadily more visitors annually. However, this growth also degrades the quality of the tourism environment and nature's health due to irresponsible behaviors. The region's tourist attractions, including nature-based, cultural heritage sites, and city/urban destinations, are some of the most popular destinations in the country. This work compares the behavior of tourists toward the environment in nature-based, cultural heritage, and urban tourism destinations. This conceptual framework draws from the Knowledge-Belief-Norm to understand domestic tourists' norm-driven, environmentally responsible behavior. A random survey of 346 domestic tourists in Indonesia (nature-based = 116, cultural heritage = 107, and urban = 123) demonstrated that the model explains 36% of the environmentally responsible behavior. Interaction variance. The structural equation model shows the linear relationship between environmental knowledge, new environmental paradigm, awareness of the consequences of their actions, personal responsibility, normative behavior, and environmentally responsible behavior. Biospheric value also was found to contribute to the model. However, differences among groups were validated in the relationship of this study model. The study provides original insight into the development and implication of Knowledge-Belief-Norms in the context of domestic tourism. It established the moderating role of types of destination. It provides a practical insight into reducing the environmental impact of tourists' activities for tourism managers and policymakers when designing effective strategies and campaigns. It also gives direction for future research on the relevant topic.

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1. Introduction

Despite the significant contribution of this growth to the economy, the substantial consequences of tourism activity and mobility in the tourism destination and natural areas are often discussed in tourism research. The challenge and strategy to overcome these issues are also discussed in tourist research (Abdullah, Samdin, Teng, & Heng, 2019; Grazzini, Rodrigo, Aiello, & Viglia, 2018; Han, Lee, & Hwang, 2016; Kafyri, Howard, & Poirazidis, 2012). The tourism sector is considered one of the sources of various

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3. World-Class Universities: Past and Future.

Mudzakir, M. F., Sukoco, B. M., & Suwignjo, P. (2022)

International Journal of Educational Management. (Q2)

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World-class universities: past and future

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World-class
universities:
past and future

277

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Abstract

Purpose – In recent years, though a growing body of research has emerged on world-class universities (WCUs), studies in this field remain limited. The purpose of this study is to identify and describe the research gap and provide a future direction for WCU research. This paper highlights the key theoretical approaches, methods, journals, unit analyses, authors, themes, countries and papers in this field. It also outlines the antecedents and consequences of WCU status.

Design/methodology/approach – This study collected all research related to WCUs published from 2004 to 2020. In total, 47 studies of the 435 found on Scopus and Web-of-Science are included in the review.

Findings – The results show that though the body of WCU literature is growing, it is fragmented in terms of theoretical frameworks, methodology, countries studied and unit analyses. This study also found that national, organisational and individual factors are among the antecedents and organisational and individual consequences of WCUs.

Originality/value – This study investigates existing gaps in the WCU literature and identifies new research directions for future research. Further, this study scrutinises existing studies to determine how universities have used a variety of methods and theories to achieve WCU status across numerous countries and settings. Finally, this study develops an antecedents and consequences WCU framework to synthesise existing studies.

Keywords Higher education, Systematic review, University ranking, World-class university

Paper type Literature review

Introduction

Higher education across the world is currently significantly restructuring its competitiveness and positioning in the global context (Börjesson and Lillo Cea, 2020; Rashid and Mustafa, 2021). Accordingly, academic achievements are more visible at the global level in terms of global academic ranking standards (Pavlyutkin and Yudkevich, 2016). Although debate and criticism surrounds the ranking system being a regime (Gonzales and Núñez, 2014), a large number of universities have responded to the ranking by changing their policies to be on par with the world's highest-level universities (Gornitzka, 2013). These universities are also striving to earn competitive positions and achieve a balance between their current and expected rankings (Hazelkorn, 2011). As a result, universities that use world rankings, with publications and citations as the most popular statistical indicator (Frey and Rost, 2019), have increased their knowledge production and dissemination among academic scholars in the form of research (Gonzales and Núñez, 2014).

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4. How to Attract the Library Visitors? The Role of CSR at The Library, Library Image, Customer Value, and Loyalty to The Library: Evidence from Indonesia

Hartini, S., Kurniawati, M., Sulistiawan, J., & Ihwanudin, M. (2022).

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How to Attract The Library Visitors? The Role of CSR at The Library, Library Image, Customer Value, and Loyalty to The Library: Evidence from Indonesia

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Abstract

This study focuses on the impact of CSR on the library's performance in collaboration with CSR programs. Using the purposive sampling method, the sample was 350 library service users in Indonesia. Data was collected through a Google Form questionnaire distributed on social media. SEM-PLS was used to analyze five hypotheses, which were accepted. This study indicates that CSR in the library is significantly positively related to library image, customer value, and loyalty. In addition, library image and customer value are positively related to library visitor loyalty. Currently, the social responsibility literature is only limited to the customer perspective, and not many have examined CSR effectiveness from the perspective of corporate partners, such as libraries. Managerial implication can be proposed that CSR programs effectively and empirically positively impact library performance.

Keywords

customer loyalty, corporate social responsibility, customer value, library, library image

1. Introduction

Currently, libraries are experiencing many challenges and problems, including facilities, infrastructure, adequate stock of book collections, minimal professional resources, and limited budget support (Majidi, 2021). The library is an institution that plays a vital role in providing quality information that needs good financial support. Libraries can cooperate with other institutions through the company's corporate social responsibility (CSR) program. The program has several forms, such as improving facilities and equipment, training of librarians, financial, and the latest books support (Istiqomah, 2019). It can create a symbiotic mutualism, both for libraries and companies. CSR activities were perceived to increase customer value (Green and Peloza, 2011; Mohammed and Al-Swidi, 2019; Hartini et al., 2021), corporate image, and customer loyalty (Gunawan et al., 2020). According to Srirahayu et al. (2020), CSR activities in libraries can improve service quality that increases satisfaction, a positive image, and the customer's perceived value towards the library. Also, the library services quality positively impacts consumer loyalty. Gunawan et al. (2020) state that authentic CSR impacts corporate image and customer loyalty. Therefore, this study tries to analyze the library user behaviour in responding to the company's CSR programs. Social responsibility literature still focuses on the customer perspective (e.g., Gunawan et al., 2020; Mohammed and Al-Swidi, 2019), and the implementation of social responsibility from the perspective of company partners is still limited. This study aims to analyze and answer the research gap that focuses on the impact of CSR on corporate partners, the library. Customers perceive that CSR programs are not purely for social activities but a disguised promotional program to attract consumer sympathy (Gunawan et al., 2020).

Kotler and Keller (2016) state that one of the four components that characterize holistic marketing is marketing performance. Companies must focus on promotion and marketing programs that solve social and environmental problems. Companies with high social responsibility will be able to improve the reputation and image of the company in the minds of customers (Gunawan et al., 2020). Companies and libraries are integrated units to support the success of CSR programs. Libraries as recipients and implementers of CSR programs will have a direct positive impact, for example, library image and customer value perceived by users.

The company's concern for social and environmental issues will increase consumers' perceived emotional and functional value (Hartini et al., 2021; Green and Peloza, 2011). Consumers will feel proud and happy when they contribute to social activities for environmental sustainability. In addition, consumers also feel that their social status will increase when they play an active role, behave well, and care about the environment. CSR programs increase customer loyalty (Gunawan et al., 2020; Mohammed and Al-Swidi, 2019). However, other studies have found that customers are less concerned with social issues when making purchase decisions (Dimitriadis and Zilakaki, 2019; Paulik et al., 2015). It raises an interesting research gap to be studied more deeply about the relationship between CSR programs and customer loyalty. This study also proposes research

5. The Relationship Between White Ocean Strategy, Customer Value, and Customer Engagement

Hartini, S., Kurniawati, M., Sulistiawan, J., & Ihwanudin, M. (2022).

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The Relationship Between White Ocean Strategy, Customer Value, and Customer Engagement

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Abstract. *White Ocean Strategy (WOS) has a positive impact on the company. However, many companies have not implemented this strategy. There is a research gap between customer value and customer engagement (CE). This research explains that customer value is an antecedent of CE. However, some studies discuss that customer value is a consequence of CE. This study aims to explain the relationship of WOS, customer value, and CE. This research is quantitative explanatory research and used accidental sampling to obtain the samples. The survey was conducted online with Google Forms distributed on social media and obtained 220 respondents who are users of the Surabaya bus services. The hypotheses were tested using the SEM-PLS. Seven hypotheses were accepted, while other two were*

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6. Trans-Purchase Intention in Transmedia Storytelling.

Nguyen, T. L. H., Sulistiawan, J., & Ajdari, A. (2022).

Advances in Decision Sciences, 26(2), 1-15. (Q4)

<https://www.proquest.com/openview/096228d513dc3b2d8d6757d6553ff97d/1?pq-origsite=gscholar&cbl=25336>

Trans-purchase Intention in Transmedia Storytelling

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Abstract

• **Purpose:** This study examines the impact of customer satisfaction on consumption intention for content in another medium. Moreover, the mediating role of customers' word of mouth in the relationship between customer satisfaction of a media and purchase intention of the same content in another media is tested.

• **Design/methodology/approach:** The author uses Structural Equation Modeling to investigate the hypotheses and use bootstrapping method to examine the mediating role of word of mouth.

• **Findings:** Our results demonstrate the positive relationships among customer satisfaction, word of mouth, and purchase intention. Furthermore, word of mouth partially mediates the relationship between customer satisfaction and their trans-purchase intention.

• **Originality/value:** In the present day, there are many film studios try to gain and attract audiences to watch their movies and try to find many ways to maintain the existed audiences by using many platforms to promote their new movies and the audiences can be easy to find the trailer or the teaser from the television, internet (Youtube). Therefore, transmedia storytelling was considered in the case of reducing the financial risk in several ways. The author uses *Mot Bice* movie/novel to examine customers who have had a consumption of the same content in different media in this study.

• **Research limitations:** transmedia storytelling in this study is limited to the case of novels and movies.

• **Practical implications:** It is meaningful for producers to implement a transmedia storytelling strategy.

Keywords: transmedia storytelling, customer satisfaction, word of mouth, trans-purchase intention, *Mot Bice*.

1. Introduction

In the present day's highly competitive environment in the movie/novel industries, even in the company which produces innovative technologies to compete on price has become increasingly difficult. Thus, the development of movie/novel content requires creativity in production. The development of the movie/novel industry needs creativity in the production process. Besides, considerable financial resources are necessary for many successful movies/novels of content to interpret a preliminary imaginative approach to the chosen medium. On the other way, the movie studio or novel writer needs to gain a worldwide financial approach, risk can be diminished through using the content better. And the audiences want the new, alternative with computer graphics, exciting plot and memorable experience when watching movies. To gain the financial approach, the production teams seek new concepts from many sources, for example, comic books, games, novels, or animation series. Based on these resources, the producer team creates the movie/novel, and also this movie/novel is also created in the advertisement form of television in the Internet. Park and Ahn (2010) have mentioned that: "The concept of transmedia storytelling, in which one can produce entertainment content in another medium based upon the storyline of previously released content, is at the heart of this reuse of content across different forms of media."

Transmedia storytelling can tell the single plot or the story experience across multiple platforms using current digital technologies. To provide special pieces of content in each channel, the production of transmedia will build stories through numerous kinds of media. In particular, those pieces of content are both connected and told in stories synchronously with one another. In the global marketplace, there are some famous cases of using transmedia storytelling, such as *Harry Potter*, *Pirates of the Caribbean*, *Conan*, *Dominion*, in Vietnam,

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1. Are Job Satisfaction and Role Breadth Self-Efficacy the Links to Proactive Work Behavior?

Syamsudin, N., Eliyana, A., Nurdin, N., Sudrajat, A., Giyanto, B., Emur, A. P., & Zahar, M. (2022). *Heliyon*, 8(1), e08710. (Q1)

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Research article

Are job satisfaction and role breadth self-efficacy the links to proactive work behavior?

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Keywords:
Proactive personality
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Responsible institution
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Quality job
Productive employment

ABSTRACT

This research is based on a phenomenon that occurs in State Detention Centers in Indonesia. It attempts to test the relation among proactive personality (PP), proactive work behavior (PWB), job satisfaction (JS) and role breadth self-efficacy (RBSE) variables. With a quantitative approach using AMOS, this study took data from 456 respondents from Detention Centers in Indonesia. The results show that PP, JS and RBSE have direct effect on PWB. Further findings will be discussed. The results are expected to increase the understanding of PWB and can be the basis for the human resource management team to decide better approach to build PWB in the organization and eventually implement appropriate policy.

1. Introduction

A State Detention Center is a facility where a suspect is held while the case is investigated, prosecuted, and examined in court. It is an institution that provides services to community members who are incarcerated in cells while also preserving security and order. Currently, the average population of State Detention Center throughout Indonesia is overcrowded which increases the urgency of PP in the workplace since it is an integral part of the maintaining order and security process. This process includes providing protection, prevention and prosecution against any threats and interference from outside the State Detention Center.

Increased order and security disturbances and the lack of quality of detention officers have widened the gap in State Detention Centers throughout Indonesia. In order to answer these challenges, an effective human resource management system is needed to ensure that the organization can carry out its duties through human resources who are motivated, proactive, professional and high-performing towards the tasks being carried out. In order to build and sustain PWB in Detention Centers, integrative, collaborative, and motivating action toward tasks by adopting a larger role is required (Parlier et al., 2000). Additionally,

Parlier (1998) stated that employees with RBSE appear to possess these kinds of actions and motivators.

Moreover, based on Judge (1993), individuals also need an affective disposition related to JS to increase proactive action in the workplace. As a result, the management of State Detention Centers must encourage those with PP to carry out responsibilities at State Detention Centers, either directly to PWB or mediated by RBSE and JS.

2. Literature review

2.1. Proactive personality

Individuals with PP are capable of considering all potential risks and chances (Parlon and Collins, 2010). This personality tends to have a stable position, and is not easily affected by situational challenges and environmental changes (Eatman and Grant, 1992). According to Akgunduz et al. (2018) those with PP are usually goals-oriented and have initiative to seize potential chances. Thus, they are able to trigger changes within themselves as well as their environment (Prebbiero, 2015).

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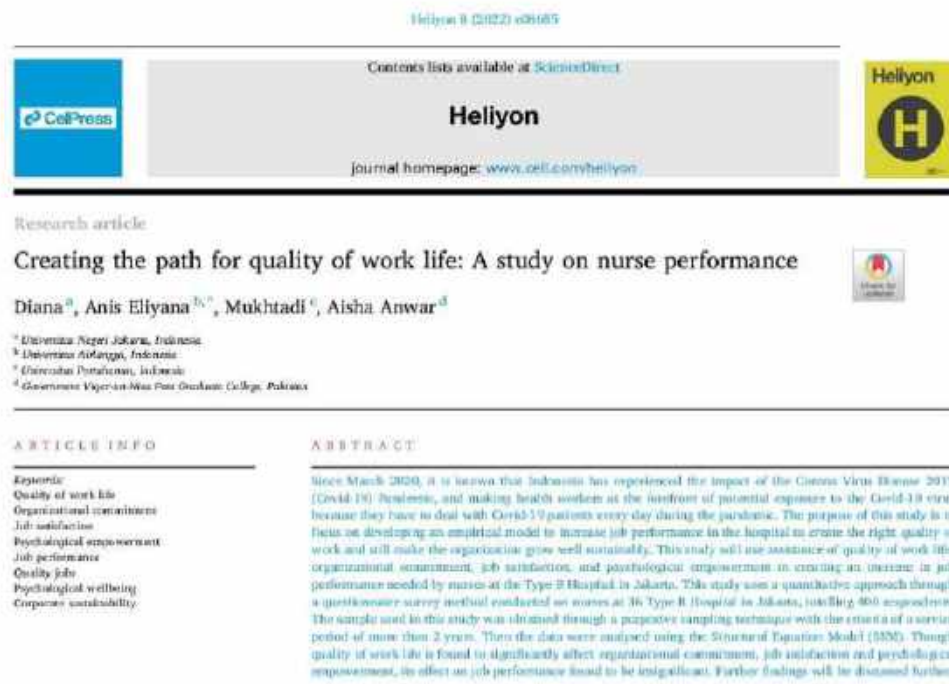
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2. Creating the Path for Quality of Work Life: A Study on Nurse Performance

Eliyana, A., & Anwar, A. (2022).

Heliyon, 8(1), e08685. (Q1)

<https://www.sciencedirect.com/science/article/pii/S2405844021027882>



1. Introduction

Organizations require high-performing workers to fulfill their goals and gain a competitive advantage in today's highly competitive business environment. The health industry is similarly impacted by the Industrial Era 4.0, with consumers placing greater demand on health services, both in terms of quantity and quality. Patients require care that is both quicker and more precise. The government has shown concern by issuing various laws targeted at preserving the quality and competency of health worker graduates, but this is difficult to achieve because obtaining a registration certificate takes a long time. Nurses' performance has an impact on not just customer loyalty, business image, and word-of-mouth communication, but it may also be viewed as a competitive aspect in distinguishing the hospital from its competitors (IETM, 2016). Nurses have become significant frontline players in the healthcare sector, and their performance and satisfaction are crucial to the hospital's success. As a result, it can be stated that testing elements that positively influence performance levels is an essential study topic.

Since March 2020, Indonesia has experienced the impact of the 2019 Corona Virus Disease Pandemic (Covid-19) which then elevate the role of medical staff especially nurses. Considering their exposure to the virus,

nurses are likely to experience increased stress which also refers to stunted growth and development, and consequently has a negative impact on their performance (Aulwin and Arund, 2014). Difficulty to handle the stress will also have an impact on their health, personal and professional lives.

Hospitals will continue to be faced with the challenges of demand and supply from patients who are constantly changing, especially during the pandemic. In order for the hospital to adapt to tight competition and retain employees well, it requires organizational members who are internally committed (Saleel et al., 2018a) and with the limited workforce of nurses who fulfill government criteria, hospitals need to optimally improve nurses' commitment and performance to provide good service.

In order to achieve the goal of continuous improvement of service quality, organizations in health care must continue to monitor and promote the health and satisfaction of all people involved in the care process (Al-Abei and Al-Habshi, 2014). In particular, the nurse will help patients to maintain or improve their health and direct them to achieve independence as soon as possible. To achieve this goal, it is more important that nurses build good relationships with patients through psychological empowerment which can refer to the psychological conditions that

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3. Life events, Philosophy, Spirituality and Gastronomy Experience

Japutra, A., Tjiptono, F., Setyawan, A., Permana, I. B. G. A., & Widaharthana, I. P. E. (2022).

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Life events, philosophy, spirituality and gastronomy experience

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Abstract

Purpose – This study aims to examine how life events, philosophy and spirituality contribute to the development of gastronomy experiences for competitive advantage.

Design/methodology/approach – Drawing on a qualitative case study approach, interviews were conducted with the owner/chef, employees and customers of Moksá – a plant-based restaurant in Bali, Indonesia.

Findings – The integration of life events (change in health, relationship journey and residential relocation), life philosophy (healthy lifestyle, sustainability and cuisine for the soul) and spirituality (religious values and spiritual fulfillment of life purpose) can facilitate the creation and management of an improved gastronomy experience.

Research limitations/implications – There are key elements of life that can help in the creation of a unique, memorable and holistic gastronomy experience. Restaurant owners and managers should embed these elements in their strategy.

Originality/value – This research adds to the scant knowledge on life courses and gastronomy experiences in the hospitality sector. It also contributes to enhancing understanding of the psychological factors that lead to better experiences.

Keywords Life events, Life philosophy, Spirituality, Experience, Gastronomy, Course of life

Paper type Research paper



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4. Livelihood Strategies of Women Entrepreneurs in Indonesia.

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Research article

Livelihood strategies of women entrepreneurs in Indonesia

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Keywords:
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ABSTRACT

Women entrepreneurship is an essential source of economic growth and sustainable development. This study aims to identify the relationship between the five variables of pentagon assets in Sustainable Livelihoods to investigate the survival strategy of women entrepreneurs during COVID-19 in Indonesia. Furthermore, this study aims to build an integrative Women Entrepreneur's Sustainable Livelihoods model based on volatility, uncertainty, complexity, and ambiguity (VUCA). This study uses Mixed-Methods Investigation by combining the Partial Least Square (PLS) and Group Decision Making (GDM) PLS examines the relationship between women entrepreneurs to build a business strategy and The GDM to support the Livelihoods strategies Model. The purposive sampling technique took the sample of 155 women entrepreneurs (PLS) and 14 participants (GDM) that matched the sample criteria. The findings demonstrated that women entrepreneurs' livelihood strategies positively linked to their ability to build survival strategies. Second, an integrative model of sustainable livelihood for women entrepreneurs based on the VUCA as an outcome by entrepreneurs to maintain their business during the COVID-19 pandemic. Women entrepreneurs' sustainability business-based integrative sustainable livelihood model is a solution for women entrepreneurs to survive and develop their businesses. Ability to access five elements of sustainable livelihood Pentagon Assets in Sustainable Livelihoods 1) Human Capital; 2) Social Capital; 3) Financial Capital; 4) Physical Capital; 5) Intellectual Capital has a positive relationship to the ability to create a business strategy based on VUCA. This integrative Model, compiled based on livelihood strategies and VUCA, can be applied as a survival strategy in women entrepreneurs' business dealing with various uncertainty.

1. Introduction

Women's entrepreneurial firms have an essential role in sustainable development goals that are increasingly significant, especially in micro and small businesses. In Indonesia, the small and medium firm sector contributes significantly to employment creation and income. However, the contribution to job creation is very significant; many small and medium businesses encounter challenges in growing and extending their businesses to become large corporations. Women presently account for 49.42% (134 million) of the population in Indonesia, according to the Indonesian Statistics Central Agency (SPB, 2017). According to data from the Ministry of Cooperatives and MSMEs in 2015, Indonesia has over 52 million Small, Medium sectors, with women running 60% of them (Hendratmi and Sukmaningrum, 2018). Women entrepreneurs are primarily found in Micro Small and Medium Enterprises (MSMEs) in Indonesia. For women entrepreneurs, the hurdles of running a small business are considerably more significant. According to Hendratmi and Sukmaningrum (2018), government policies are still missing in growing women entrepreneurs' business motivation and do not focus on women entrepreneurs' traits. Small and medium-sized enterprises (SMEs) are one of Indonesia's economic levers. MSMEs, according to Law No. 20 (2008), are productive economic businesses carried on by individuals or business entities with a turnover of more than 300 million to 2.5 billion with a total of 5–19 employees, and medium businesses with a turnover of more than 2.5 billion to 50 billion with a total of 20–99 employees (Law of Republic of Indonesia Number 1 of 2006). In Indonesia, MSMEs are quickly expanding in a variety of industries. Men started the majority of the formed families, but most were founded by women (Hini et al., 2012). Women hold 42 percent of Micro and Medium Enterprises (MSMEs) that have been registered as [formal] business entities, according to the International Finance Corporation (IFC, 2016) World Bank Group, and the United States Agency for International Development (USAID). In 2016 52.9 percent of female entrepreneurs in metropolitan areas owned microbusinesses, 50.6 percent owned small businesses, and 34.0 percent owned medium-sized enterprises. Small firms owned by women contributed IDR 443 trillion (USD 36.5 billion) to Indonesia's

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5. Negative vs. Positive Psychology: A Review of Science of Well-Being

Abbas, A., Ekowati, D., Suhariadi, F., & Hamid, S. A. R. (2022).

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REGULAR ARTICLE



Negative vs. Positive Psychology: a Review of Science of Well-Being

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Abstract

Happiness, well-being, human freedom, and life events are interconnected. Nevertheless, the debate about human well-being struggles to find an exact definition. Literature debates on the importance of positive psychology or adverse effects of negative psychology in the well-being context discuss separately. However, both counter each other but have their significance and indisputable fact. Human psychology evolves around determinism and Free Will. One type of determinism is hard, while the other is soft. Individuals who are adamant about and embrace acceptance of chances are driven by their nature and psychology to choose negative behaviors under hard determinism. They give up their free will, whereas soft determinists use it to make choices and behave positively. However, the researchers looked at negative psychology as a useful aspect and positive psychology's dark side. We argued that there are reasons to suppose that chances can develop into options and vice versa. From a well-being perspective, negative and positive psychological strengths and weaknesses can be investigated. From the literature review, useful hypotheses for future research have been derived from our synthesis.

Keywords Social psychology · Wellbeing · Health · Education · Positive psychology · Negative psychology · Behavior control · Determinism · Free will

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6. The Mediation Role of Adoption Readiness on Perceived Anxiety and Attitude Toward Using Database Management System at Correctional Institutions.

Adikoeswanto, D., Eliyana, A., Syamsudin, N., Budiyanoto, S., Arief, Z., & Anwar, A. (2022).

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Research article

The mediation role of adoption readiness on perceived anxiety and attitude toward using database management system at correctional institutions

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ABSTRACT

Taking into account the literature on technology acceptance and adoption, this study aimed to investigate the mediating role of adoption readiness, which was built on the Unified Theory of Acceptance and Use of Technology (UTAUT), on the relationship between perceived anxiety and attitude toward using the system. This research also evaluated demographic variation and gender roles that could be considered when developing technology-use strategies. In a nutshell, this research looked into the negative and positive effects of technology integration through UTAUT's Correctional Database System (CDB). A survey was used to gather information from 230 middle managers whose responsibility is to manage information system database in correctional institutions. The data were then analyzed with SmartPLS 3 software. The findings revealed that perceived anxiety has a significant effect on attitude toward using database management system and adoption readiness. Whereas adoption readiness could mediate perceived anxiety and attitude toward using database management system. However, gender was not proven to moderate the effect of adoption readiness on attitude toward using a database management system. This study provided a thorough grasp of both the supports that can help individuals develop positive attitudes toward an application system and the challenges that can obstruct the process. This study also gave an understanding that correctional institutions need to ascertain the middle managers that database management systems can be used easily and can overcome errors caused by human error.

1. Introduction

Information system is a big part of modern business technology, and they encourage a lot of creativity in the workplace (Alimul et al., 2019). As a result, considering the long-term influence on company development, technology adoption must be prioritized for the organization's survival. How these technologies are employed will be determined by people's capacity to adopt and respond flexibly to technological breakthroughs. As a result, a suitable environment can only be developed once a technology has been effectively deployed and long-term incorporated into the work process (Chiu and Chutehill, 2016). Adoption of relevant technology is frequently reliant on a well-defined work process aimed at cultivating a positive mindset. To ensure that workers are prepared for future challenges, rapid technology advancement will demand continuing change management strategies in the workplace.

The goal of this research was to gain a better knowledge of the barriers and supports to employee attitudes about a system, as well as to construct a model for the system. This research examined the Unified Theory of Acceptance and Use of Technology (UTAUT) as 'adoption ready' and its mediation for correcting the negative impacts of personal attitudes toward a system. This is because UTAUT is built on the assumption that when individuals utilize a system that satisfies both their performance and their expectations, they will have a more positive attitude (Domest-Tunan, 2019). In fact, UTAUT, according to Alievete et al. (2020), is the most important and comprehensive model for forecasting technology adoption usage intentions, explaining 70% of changes in behavior or intentions. UTAUT aggregates user acceptance of technology literature that can reliably explain a considerable amount of diversity in technology usage and acceptance behavior across a variety of contexts, including online education,

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7. The Role of Cynicism in Follower Championing Behavior: The Moderating Effect of Empowering Leadership.

Sukoco, B. M., Snell, R. S., Susanto, E., Widiyanto, S., Nasution, R. A., & Fauzi, A. M. (2022)

Leadership & Organization Development Journal (Q1)

<https://www.emerald.com/insight/content/doi/10.1108/LODJ-09-2021-0424/full/pdf?title=the-role-of-cynicism-in-follower-championing-behavior-the-moderating-effect-of-empowering-leadership>

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The role of cynicism in follower championing behavior: the moderating effect of empowering leadership

Cynicism in
follower
championing
behavior

669

Sabar

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Abstract

Purpose – This study investigates how, in the context of organizational change initiatives, the adoption of empowering leadership can foster positive social exchange relationships between leaders and subordinates, in turn, neutralizing cynicism about organizational change (CAOC) and allowing follower championing behavior (FCB) to emerge.

Design/methodology/approach – The authors analyzed data from 908 faculty members from 11 top-rated public universities in Indonesia. The data used in this research are multisource, so the data processing steps are rwg and ICC tests, data quality testing, and hypothesis testing.

Findings – The authors found that CAOC among these members had a negative effect on their FCB, but this negative effect was buffered by the presence of empowering leadership.



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8. Empowering Leadership and Behavioral Support for Change: The Moderating Role of a Diverse Climate.

Sukoco, B. M., Choirunnisa, Z., Mudzakkir, M. F., Susanto, E., Nasution, R. A., Widiyanto, S., ... & Wu, W. Y. (2022)

International Journal of Educational Management. (Q2)

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Empowering leadership and behavioural support for change: the moderating role of a diverse climate

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Abstract

Purpose – Members' behaviour to support change is a critical factor in organisational change. Building on social cognitive theory, this research investigates how empowering leadership (EL) contributes to behavioural support for change in higher education. The paper argues that the relationship between EL and behavioural support for change is moderated by diversity climate.

Design/methodology/approach – To test the hypotheses, 107 colleges from the highest-ranking 11 universities in Indonesia, consisting of 1,614 faculties, participated in this study.

Findings – Members would experience higher support for change with EL. Furthermore, the positive relationship between EL and behavioural support for change was stronger in members who perceived a more diverse climate.

Originality/value – This study empirically tested how behaviour to support change was determined by leaders' empowering behaviour based on social cognitive theory in a high-power distance culture. In terms of its methodological contributions, this study used a multi-level analysis in order to test EL. Finally, the research on behavioural support for change has been expanded upon through a unit-level analysis.

Keywords Empowering leadership; Behavioural support for change; Diversity climate;

Organizational change; Indonesia

Paper type Research paper



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Educational Management
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9. Identification of Factors Determining the Success of Health Care at Correctional Institutions in Indonesia

Raharjo, M., Eliyana, A., Saputra, P., Anggraini, R. D., Budiyanto, S., & Anwar, A. (2022).

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Identification of Factors Determining the Success of Health Care at Correctional Institutions in Indonesia

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ABSTRACT

This study aims to extract the factors that have an impact on the success of health services in correctional institutions in Indonesia. This is an exploratory study that was conducted in 18 correctional institutions spread across 4 islands in Indonesia through virtual interviews and triangulation of sources and experts. This study uses health service standards of correctional institutions from WHO and Mandela Rules covering medical care, health protection, health promotion, and health resilience. The results of this study provide an overview of the success factors of health services in correctional institutions in Indonesia. The implementation of health services is following the standard although the management is adjusted to the resources and environment.

KEYWORDS

Health care; health services; correctional institutions; detention center; policymakers; decent work; quality job

Introduction

Correctional institutions and detention centers from the past until now tend to have an unhealthy environment and rarely become a concern among researchers (Michael, 2014; Silva et al., 2017). Problems that are consistently related to environmental health in correctional institutions include overcapacity, poor sanitary conditions, inadequate lighting and ventilation, temperature extremes, insect and rodent attack, and inadequate/limited supplies of personal hygiene (Silva et al., 2017). In comparison to public health facilities, correctional institutions and detention centers are likely to provide below-standard care (Lines, 2006; Till et al., 2014). Unfortunately, this condition is likely to deteriorate due to overcrowding and a lack of competent resources to offer proper health care in correctional institutions and detention centers (Williams, 2007). In the Indonesian legal system, there are differences between correctional institutions and detention centers. A correctional institution is a place where prisoners serve their sentences after a verdict from the court. Meanwhile, the detention center is a temporary place for detainees who have not received a verdict from the court.

In general, the overcapacity that occurred in correctional institutions throughout Indonesia is shown in Table 1 (Directorate General of Corrections, 2021). Overcapacity in correctional institutions throughout

Indonesia averaged 52% from 2012 to 2020. With a capacity of only 135,561, correctional institutions in Indonesia had to accommodate more than 200,000 prisoners. This phenomenon continued to occur throughout the year and tended to increase. Only in 2020, did the excess capacity decrease because the Indonesian government at that time released many prisoners in response to the Covid-19 pandemic (Ramadhan et al., 2020). Nevertheless, the percentage of overcapacity of correctional institutions in Indonesia in 2020 still reached 184%.

Despite the excessive number of prisoners, their rights such as proper health care should not be affected. Therefore, to improve the quality of health services in correctional institutions and detention centers, the Directorate General of Corrections of the Republic of Indonesia had allocated a health service budget from Rp. 17,000/person/month or Rp. 204,000/person/year in 2020 to Rp. 25,000/person/month or Rp. 300,000/person/year in 2021 in response to the covid pandemic. This directorate is responsible for the management of correctional and detention units in Indonesia and works under the Ministry of Law and Human Rights of the Republic of Indonesia. The budget was used to fulfill the health care costs outside correctional facilities for prisoners, such as bringing in external medical officers to carry out the treatment in correctional institutions, providing clinical medical equipment, and providing

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10. Organizational Change Capability: A Systematic Review and Future Research Directions.

Supriharyanti, E., & Sukoco, B. M. (2022)

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Organizational change capability: a systematic review and future research directions

Organizational
change
capability

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Abstract

Purpose – The purpose of this paper is to systematically review existing research on organizational change capabilities (OCC), which remains fragmented. This study aims to fill gaps in the literature by scientifically discussing contributions and highlighting the main issues with previous research findings regarding the dimensions that comprise them, as well as the antecedents and consequences of OCC.

Design/methodology/approach – This paper searched all research that studied OCC and published from 2005 to 2020. In total, 48 studies out of 243, found on Scopus and ERSO host, were included in the review.

Findings – This research found that OCC is a complex concept and that it has many definitions and dimensions. The findings also suggest that existing research has found that a number of organizational and individual factors are antecedents of OCC and have consequences for organizational outcomes.

Research limitations/implications – This review was only conducted on scientific publications from two article databases. Future research should search other databases on OCC as the broad concept may provide additional insights.

Originality/value – Literature on OCC is limited, and there is still no generally accepted definition of OCC, the different perspectives and measurement dimensions. On the other hand, for academics and practitioners, this study provides a comprehensive, critical systematization of the limited OCC academic literature. This study also offers opportunities for further research to address the limitations of empirical testing of OCC constructs, antecedents and consequences of the various theories and methodologies.

Keywords Organizational change, Dynamic capability, Systematic review, Organizational change capability, Strategic management, Organizational performance, Economic impact

Paper type Literature review

Introduction

The challenge facing organizations today is a fundamentally constant change (Chen *et al.*, 2018), always occurring in a “from here to there” process (Tsoukas and Chia, 2002). The “there” in this process is not a static state; it is a moving target – a constant set of continuously morphing conditions (Malone, 2000). To survive and thrive in making change, organizations should develop their change capabilities (Meyer and Siemsker, 2006). These capabilities have been labelled “organizational capacity for change” or “organizational change capability” by existing research (Judge and Elenkov, 2005; McGuinness and Moxgan, 2005; Soparnot, 2011).



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11. The Antecedents and Consequences of Organizational Learning in the Library: A systematic Literature Review

Srirahayu, D. P., Eliyana, A., & Anugrah, E. P. (2022).

IFLA Journal, 03400352211066939. (Q2).

<https://journals.sagepub.com/doi/abs/10.1177/03400352211066939>

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12. The Role of Women Entrepreneurship Antecedents in Supporting Social and Economic Well-being

Dewi, R., Eliyana, A., & Anwar, A. (2022).

Problems and Perspectives in Management, 20(2), 438-447. (Q2)

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Rina Dewi (Indonesia), Anis Eliyana (Indonesia), Aisha Anwar (Pakistan)

THE ROLE OF WOMEN ENTREPRENEURSHIP ANTECEDENTS IN SUPPORTING SOCIAL AND ECONOMIC WELL-BEING

Abstract

One way to support sustainable development is to put concerns on women empowerment. The role of women in a society is essential, yet often treated unfairly. This study focuses on looking at the aspects that can determine the success of entrepreneurship as a form of women entrepreneurship. Additionally, the effect of women entrepreneurship on social and economic well-being is also investigated. The study took a quantitative approach and employed a survey method on a total of 406 members of Setia Ihtakli Wanita cooperative in Indonesia. STATA 14 statistical software was used to analyze the data. The results of this study indicate that access to micro-loans has the highest impact on women entrepreneurship (path coefficient 0.43), followed by social environment support (path coefficient 0.32), and entrepreneurial education (path coefficient 0.15). Furthermore, women entrepreneurs have a more favorable impact on economic well-being (path coefficient 0.93), as evidenced by better access to health services, than social well-being (path coefficient 0.89) that is shown from better social relationship with the nearest community. This study offers solid evidence-based recommendations for women's empowerment in Indonesia using proper entrepreneur organization channels.

Keywords: cooperative, empowerment of women, women entrepreneurs, economic support, social support, gender equality

JEL Classification: I30, I31, M13

INTRODUCTION

Women have an equal role and position with men to achieve prosperity (Anggadwita et al., 2017) in the economic, social, political, education, health, legal and environmental sectors, as well as equal opportunities to exercise control over their lives. Furthermore, they play an active role in a country's development (Mustaffa & Asyiek, 2015). Women's empowerment is an activity that positively impacts various economic and social fields (Hatta & Sarkawi, 2011). However, there is still some discrimination against women (Altman & Lamontagne, 2004), and significant differences in salary (Fruksen, 2016). Women are primarily found in low-productivity jobs or informal jobs (Anggadwita et al., 2017).

Investing in Indonesian women is essential to promote sustainable development (Mustaffa & Asyiek, 2015). There are still many women hampered in the field of work who have fewer opportunities than men. A good gender equality (Altman & Lamontagne, 2004) will lead to higher education, health, income per capita and faster and inclusive economic growth, and being competitive in the international level.

13. Leader-Member Exchange as an Intervening Variable for Authentic Leadership and Performance

Dewi, R., Eliyana, A., Sridadi, A. R., Maulana, T. K., & Anwar, A. (2022).

Webology (ISSN: 1735-188X), 19(2). (Q3)

https://www.researchgate.net/profile/Anis-Eliyana-2/publication/360261310_Leader-Member_Exchange_As_An_Intervening_Variable_For_Authentic_Leadership_And_Performance/links/6c0327c42af62fe2dfa46b/Leader-Member-Exchange-As-An-Intervening-Variable-For-Authentic-Leadership-And-Performance.pdf

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Leader-Member Exchange As An Intervening Variable For Authentic Leadership And Performance

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ABSTRACT

This study focuses to test the effect of authentic leadership on the performance of middle managers through the leader-member exchange as an intervening variable. This study involved 50 middle managers as the respondents. The data were collected through a survey which was done online and offline. The data analysis method in this study is Structural Equation Modeling (SEM) with SmartPLS 3.0 software. The results of this study indicate that authentic leadership shows a significant influence on the performance of middle managers and the leader-member exchange. Moreover, the leader-member exchange is also known to partially mediate the effect of authentic leadership on the performance of middle managers. This is worth investigating because the exchange relationship between leaders and middle managers can be used as a mechanism that connects the influence of authentic leadership and their performance. This study can help middle managers enhance their performance by using an authentic leadership style and build a proper relationship through a leader-member exchange.

Keywords: Leadership, Leader-Member Exchange, Job Performance, Decent Job, Psychological Wellbeing

INTRODUCTION

Leadership style is recognized to influence employee performance. Leadership is described as a process of encouraging subordinates to change to attain corporate goals (Wardani & Eliyana, 2020). When engaging with subordinates, such leaders prefer to employ two types of communication: task and relational. When a supervisor/manager leads by establishing a network of collaborative connections with followers and encouraging a variety of perspectives, they will lead in a style that followers recognize and describe as authentic (Stewart Wherry, 2013). An authentic leadership style will characterize a confident and motivated leader who can allow leaders and employees to work together, and the performance of both can be optimally intertwined. According to (Wang et al., 2014) authentic leaders can draw from their positive psychological resources to contribute and supplement their followers' psychological

14. Why and When Do Employees Hide Their Knowledge?

Sulistiawan, J., Moslehpour, M., Diana, F., & Lin, P. K. (2022).

Behavioral Sciences, 12(2), 56. (Q3)

<https://www.mdpi.com/2076-328X/12/2/56>



Article

Why and When Do Employees Hide Their Knowledge?

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Abstract: This study establishes a theoretical and integrative framework for analyzing the relationship between knowledge hiding and task performance. The existing literature indicates that knowledge hiding is prominent in service sector firms and impedes knowledge transfer. However, the potential determinants and consequences have not been extensively investigated. The objectives of this study are threefold: First, examining the effect of distrust and the complexity of knowledge on knowledge hiding. Second, examining the effect of knowledge hiding on task performance. Third, examining the conditional effect of task relatedness in the relationship between distrust, knowledge complexity, and knowledge hiding. We conducted an online survey by using a Google form to collect our data. We gathered data from 325 salespersons in the business departments of a single firm in Indonesia. To test our hypotheses, we employed Partial Least Square (PLS). The results revealed that distrust and knowledge complexity are critical factors in predicting knowledge hiding. Interestingly, knowledge hiding positively affects task performance. The rationale behind this result is that employees tend to believe that hiding knowledge is a strategy to boost their performance in the short run. The contribution of this study is the suggestion that organizations should implement a knowledge-sharing culture to minimize knowledge hiding.

Keywords: distrust; knowledge complexity; knowledge hiding; task performance; task relatedness



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1. Introduction

Knowledge as a resource has gradually become the core resource of organizations in the era of the knowledge economy. The organization tries to stimulate knowledge sharing among its employees, but some prefer hiding their knowledge to maintain their power and position in the workplace. Many studies have been conducted to examine why and when employees share their knowledge, whereas the reasons and outcomes related to knowledge hiding are still limited. Connelly, et al. [1] argued that knowledge sharing and knowledge hiding have different motivational drivers. Singh [2] asserted that knowledge, or information, is being kept or hidden by its owners, since it is perceived as a limited or essential resource. In addition, Anand, et al. [3] posited that since knowledge is a vital resource and the sharing of knowledge is determined by people who choose who, when, and why to share, specific aspects such as contextual values, boundaries, and a dearth of organizational culture all contribute a significant role in clarifying the underlying reasons why people may not share knowledge, even though the benefits and rewards are apparent. It implies that despite the numerous benefits of knowledge sharing, employees continue to participate in knowledge hiding, which involves concealing information from their coworkers. Several studies have revealed that knowledge hiding has severe consequences because the parties who engage in knowledge hiding and the requesters of the knowledge engage in retaliation and further impair the organization's ability to acquire an advantage in a highly competitive environment [4,5]. Even though the issue of knowledge hiding has

15. Fostering Creative Performance in Public Universities

Yulianti, P., Sridadi, R., & Lestari, Y. D. (2022).

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Original Article

Fostering Creative Performance in Public Universities

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Keywords

perceived organizational support, creative self-efficacy, performance, organizational climate, higher education

Abstract

One of the important factors for higher education to achieve global university rankings is through the creative performance of the academic aspect in each faculty. Creative performance cannot arise spontaneously. It depends on individual and contextual factors. This study examined how individual and contextual factors influence creative performance at public universities in Indonesia. The sample of the study was 200 lecturers recruited through simple random sampling. The results indicated that perceived organizational support for creativity was positive and significant related to creative performance, creative role identity, and creative self-efficacy ($\beta = .17, p = .01$; $\beta = .31, p = .00$; $\beta = .17, p = .00$, respectively). Creative role identity was indicated positive and significant to creative self-efficacy ($\beta = .49, p = .00$). Creative role identity did not show any significance to creative performance. However creative self-efficacy was significant to creative performance ($\beta = .13, p = .05$; $\beta = .34, p = .00$), whilst moderate result was shown in the creative organizational climate. The relationship between perceived organizational support for creativity and creative performance was ($\beta = .09, p = .04$). This research suggests that perceived organizational support for creativity, creative self-efficacy, and creative organizational climate are important factors to enhance lecturers' creative performance. The practical implication, especially in improving the lecture's creative performance, is the need to develop perceived organizational support for creativity and create a creative organizational climate in higher education.

Today, higher education has intensified competition to achieve global university rankings (Brozovic, 2018). As a result, the competition encourages higher education in Indonesia to improve its quality. Individual creative performance in the workplace is generally considered essential for fostering organizational success and survival, both nationally and globally (Miao et al., 2018). Creative performance requires the employees to exhibit relevant cognitive skills and engage in extensive and effortful cognitive processes (Amabile & Pratt, 2016; Shalley et al., 2015). Researchers have started to investigate the role supporting organization for creativity can play influence followers' cognitive processes in creativity (DiLiello et al., 2011; Ibrahim et al., 2016). Several creativity theories have highlighted the role of the social context in creative behavior (Amabile & Pratt, 2016; Tierney & Farmer, 2011). Creativity behavior in social cognitive theory is the domain of intrinsic motivation. Bandura (1997) suggests that creative

self-efficacy is an alternative motivational mediating mechanism that connects contextual and personal factors employee's creativity.

Furthermore, identity theory (Stryker & Burke, 2000) also suggests that creative role identity as an intrinsic motivation mediating contextual factors and creative performance (Pretz & McCollum, 2014).

In an organizational context, this theory suggests that an employee who has sufficient creative ability and motivation will not create creative contributions unless the work setting is conducive to creative behavior. Although the appropriate aspect for creativity includes numerous factors, one primary factor is support for creativity (Amabile & Pratt, 2016). A large body of literature demonstrates that supports toward creativity directly influencing the employees' creative performance (De Stobbeleir et al., 2011; Madjar et al., 2002). Perceived organization support is an employee perception degree that the organization supports is seen through the quality and contribution of its

16. The Mediating Role of Work Engagement: A Survey Data on Organizational Citizenship Behavior.

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Data Article

The mediating role of work engagement: A survey data on organizational citizenship behavior



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ARTICLE INFO	ABSTRACT
<p>Article history: Received 16 March 2022 Revised 28 April 2022 Accepted 3 May 2022 Available online 6 May 2022</p> <p>Dataset link: The Mediating Role of Work Engagement: A Survey Data on Organizational Citizenship Behavior (Original data)</p> <p>Keywords: Psychological capital Transformational leadership Work engagement Organizational citizenship behavior Secure working environments Effective institutions</p>	<p>This dataset shows the results of research on factors that influence organizational citizenship behavior (OCB). Other variables included in the dataset are Psychological Capital (PC), Transformational Leadership (TL), and Work Engagement (WE). The dataset includes 156 respondents who are client counsellors (CC) in 14 correctional institutions throughout Indonesia. Data was collected with the help of an online questionnaire which was carried out in 3 waves. The dataset in this article also applies multi-group analysis to validate the drivers of organizational citizenship behavior in doing work which is divided into male and female employees.</p> <p style="text-align: right;">© 2022 The Authors. Published by Elsevier Inc. This is an open access article under the CC BY license (http://creativecommons.org/licenses/by/4.0/)</p>

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17. Understanding the Linear and Curvilinear Influences of Job Satisfaction and Tenure on Turnover Intention of Public Sector Employees in Mongolia

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Understanding the Linear and Curvilinear Influences of Job Satisfaction and Tenure on Turnover Intention of Public Sector Employees in Mongolia

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Abstract

Purpose: This study aims to find the relationship between the most influencing employee satisfaction factor toward intention to leave and examine the curvilinear effect of tenure on intention to leave.

Design/methodology/approach: This study is based on quantitative analysis using Structural Equation Modelling Partial Least Square (SEM-PLS) which aims to examine and identify the factors influencing the intention to leave.

Findings: The result showed that physical work conditions, promotional opportunities, and pay are the highest significantly affect ITL in the public sector in Mongolia. However, supervision has no significant influence on ITL. Hence, to decrease the ITL in Mongolia's public sector, physical work conditions, promotional opportunities, and may need to be enhanced and well designed to improve job satisfaction.

Originality/value: The research findings contribute to a better understanding of intent to leave and job satisfaction for public employees and provide empirical evidence on the factors influencing the intention to leave.

Keywords: intent to leave, job satisfaction, Mongolia, public sector, public service

JEL classification: D32, L32, M11