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RESEARCH COLLECTION 2023

**BOOK DRAFTING TEAM POTPOURRI  
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RESEARCH COLLECTION 2023**

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# ABSTRACT

This Bunga Rampai book is a collection of international research presented by the Department of Management at the Faculty of Economics and Business, Universitas Airlangga. Featuring five main clusters of research, this book serves as a valuable source for readers interested in the latest developments in the field of management. The five research clusters involved encompass crucial aspects in the business world, namely Financial Management, Marketing Management, Supply Chain, Entrepreneurship, and Human Resources. In the Financial Management research cluster, readers are invited to explore current financial issues and effective financial management strategies. The Marketing Management research cluster provides an in-depth understanding of global marketing trends, consumer research, and innovative marketing strategies. Supply Chain discusses the efficient integration from production to consumers, while the Entrepreneurship research cluster offers insights into challenges and opportunities in the entrepreneurial world. Finally, the Human Resources research cluster highlights sustainable and innovative human resource management practices. This book not only reflects the diversity of international research but also provides profound insights for practitioners, academics, and students interested in the current dynamics of management in this era of globalization.

**Keywords:** *Financial Management, Marketing Management, Human Resources, Supply Chain, Entrepreneurship.*

# FOREWORDS

As part of global institution, so internationalization for research become an mandatory programs. That by subject of Business and Management of QS WUR ranking, Universitas Airlangga is on #251-300. So the research by researchers of Department of Management should give international contribution and benefit for science development and also society in a global exposure. Our researchers are already published to many articles Scopus indexed, beside of national publication. Based on scival.com since 2018 until 2023, by subject business and management, we have 518 scholarly output with 3142 citations.

So we are sharing this books of many Scopus indexed articles, to give more acknowledgement from our stakeholders, about the good quality articles that we have & SDG 4 that we've done. That this book is remind us to always have grateful mind to ALLAH SWT for the opportunities and knowledge. And also as teaser for more research collaborations.

So we truly grateful to ALLAH that giving us many opportunities, and also thank you for many support by our Dean, Prof. Dr. Dian Agustia, MSi., Ak., CMA. And thank you for all of our researchers, students and alumni also for our colleagues that giving many kinds of support for the researches. Hopefully we will get more articles, publications, and citations in the next future.

Warm regards,

AP. Dr. Gancar C. Premananto, CMA., CDM., CNLP., QCRO., AIBIZ.  
Head of Management Departement  
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**CHAPTER 1**  
**FINANCIAL MANAGEMENT**



## Managing damaged asset: a case study optimisation between refurbishing and divestiture using capital budgeting in a logistics business in Indonesia

Subiyanto, E., Ismiyanti, F., & Effnandya, A. F.

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### Managing damaged asset: a case study optimisation between refurbishing and divestiture using capital budgeting in a logistics business in Indonesia

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**Abstract:** This study aims to help practitioners and industries measure their asset optimisation in more detail and consider taking the step of refurbishing or divestiture as an option in operational management. The developed methodology is based on capital budgeting and combines it with several financial ratio considerations. This study found that capital budgeting and several financial ratios are proven tools that help industries make the best decisions between options. Based on econometric calculations, the divestiture option is more advisable than the refurbish scheme. First, this study is scientifically met with the aim of asset optimisation in the logistics sector, but it can be adapted for other types of businesses with adequate adjustments. These findings are practically applicable to help industries make faster decisions. This study contributes to the development of knowledge on global logistics businesses.

**Keywords:** divestiture; corporate strategy; operation management; logistics; refurbish; capital budgeting; financial ratio; Indonesia.

**Reference** to this paper should be made as follows: Subiyanto, E., Ismiyanti, F. and Effnandya, A.F. (2023) 'Managing damaged asset: a case study optimisation between refurbishing and divestiture using capital budgeting in a logistics business in Indonesia', *Int. J. Management and Decision Making*, Vol. 22, No. 2, pp.160-181.

**Biographical notes:** Effnu Subiyanto is a Lecturer and researcher at the Widya Mandala Surabaya Catholic University (UKWM) Surabaya, Indonesia. He obtained his Doctoral in Economics from the Airlangga University, Indonesia

## Online Vs Classroom-Type Training for Human Resources Impact toward the Development of Banking Institution in Indonesia

Jitendra Prasad Upadhyay, Ballav Niroula, Bindu Gnawali, Akhmad Kusuma Wardhana, Sanju Kumar Singh

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### Online Vs Classroom-Type Training for Human Resources Impact toward the Development of Banking Institution in Indonesia

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#### KEYWORDS

COVID-19, Education, Online, Classroom and Employee

#### ABSTRACT:

A bank needs talented human resources to survive in a pandemic caused by COVID-19. Continuous improvement of employees through training and education is essential to overcome the challenge of economic problems. This study has a purpose to observe if the training has sort of impact on the profit of Mandiri Bank. The samples are reports from 2015-2020 collected from the Mandiri Bank website. The samples were divided into two, training and income. The report using the regression technique. The data are analyzed using SPSS. Classroom training has more effect on premium income than online training, shown by R square score 0.65 than an online one, 0.2. However, neither classroom nor online has a significant impact on net profit. Another result is non-permanent employees has higher R square score than permanent one toward premium income. The reason because non-permanent employees are involved in a project outside the daily routine of the bank. Employees feel more responsible toward their job by involving them with high salary projects and decision-making.

#### 1. Introduction

Human resources are the key to managing the company and institution. The sustainability of the company itself depends on its human resources in operating the daily activities to seek profit (Ma et al. 2017). The role of human resources is important to determine the production process of goods and services, planning the company's strategy, as well as in expanding the market business. These three aspects will be difficult to be executed well if there are no qualified and adequate human resources. Both the quantity as well as the quality

of human resources must be balanced to create sustainability of the company's development (Cumberland et al. 2016).

Attention to human resources or human capital as a factor of the main production line for most companies is often underestimated. One of the reasons because the owner of small and medium companies emphasize too much on profit due to the purely business perspective (Purwanto, Asbari, and Budi Santoso 2019). Another reason because the common belief of incompetent business leaders that human resources is abundant and can be replaced



**CHAPTER 2**  
**MARKETING MANAGEMENT**



## Does Domestic and Global Environmental Events can Stimulated Purchase Intention E-Motorcycle?

Putra, S. W., Noer, L. R., Handriana, T., & Mardhiyah, D (2023)

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### Does Domestic and Global Environmental Events can Stimulated Purchase Intention E-Motorcycle?

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One of the causes of environmental degradation is human behaviour that destroys environment. This environmental phenomenon can arise from both the domestic and global spheres, where domestic means that it comes from the immediate environment and global means that it comes from a multinational environment. Knowledge of these two types of events is thought to be able to influence the desire to buy 'green' products and can be stronger if the environmental knowledge of the individual is also already strong. This study seeks to test the relationship of these variables using a video documentary stimulus and processing through structural equation modelling. The results show that environmental knowledge is much stronger in influencing domestic environmental concerns than global environmental concerns. In addition, the results also explain that global environmental concerns have a stronger influence on an individual's decision to buy green products. Indonesian's government should make a policy about increasing public service advertisement that provides information on global disasters to encourage the purchase of green products.

**Keywords:** Electronic motorcycle; green documentary; environmental concern.

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## The effect of consumption value on consumer changes behavior in usage of food delivery applications in the era of society 5.0

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### The effect of consumption value on consumer changes behavior in usage of food delivery applications in the era of society 5.0

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#### ABSTRACT

The outbreak of the Covid-19 pandemic and the introduction of Society 5.0 by the Japanese government in 2019 have resulted in significant changes to consumer behavior. The aim of this research is to examine the impacts of consumption value on consumers' behavioral shifts. Furthermore, quantitative methods were used with a sample of 344 respondents, and data analysis using the structural equation model with the Lisrel 8.72 application. The stages in the structural equation analysis of this model are: development of theoretical models, development of path diagrams, conversion of path diagrams to structural equations, selecting input matrices and types of estimates, identifying models, assessing goodness of fit criteria, and interpreting results. The results obtained showed that consumers' attitudes and habits toward utilizing meal delivery applications can be influenced by factors such as their social, conditional, emotional, epistemic, and functional values. In the use of food delivery applications, consumers are not only interested in tangible benefits, but also in less tangible benefits, such as information provided by businesses.

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#### 1. Introduction

Society 5.0 aims to address multiple societal issues through a system that integrates the online and physical space, as a counterbalance to economic progression (Potočan et al., 2021; Keidanren, 2016). The concept represents an advancement of Industry 4.0 (Sarfratz et al., 2021). According to Aquilani et al. (2020), Industry 4.0, similar to previous industrial revolutions, will aid in the adaptation to the new social paradigm of Society 5.0. Thus, it provides a solution that will empower people in utilizing software in the post-PC era. The concept of society 5.0 can make it easier for people to do lots of different things in diverse areas, including in the field of marketing. This is because Society 5.0 refers to a time when technology is used in every aspect of human existence (Handayani et al., 2022). Smartphones and the Internet, which are classified as alternative data sources (Lv et al., 2022), have proven successful in becoming a stimulant of the *changing online consumer behavior* in the digital age. The internet and smartphone represent some external forces and have the potential to disrupt and change marketing as we know it today (Sheth, 2020). The market change in question is also related to changes in consumer behavior. Furthermore, there have been many shifts and *changes in consumer behavior* that occurred following the Covid-19 pandemic and the debut of Society 5.0 (Hendra et al., 2022). An example of altered consumer behavior is the utilization of food delivery applications (FDA) to purchase food during the pandemic lockdown (Algheshairy et al., 2022). This is because, in those days, people spent more time at home than outside (Basuki et al., 2022). FDA acts as an intermediary for consumers and restaurants of interest, i.e., applications that facilitate food delivery have altered the eating habits of the general public (Kumar & Shah, 2021), especially in metropolitan areas (R. K. Singh & Verma, 2020) of several countries such as Brazil, Malaysia, China, United Arab Emirates, Singapore, Mexico, Philippines, Thailand, and Indonesia.

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## The Effects of E-WOM, Information Overload, Attitude Towards Online Purchase, and Consumer Psychological Condition on the Intention Towards Online Purchase of Laptop Product

Gancar Candra P, Thohir Basuki, Sri Hartini, Masmira K., Arlinah Binti Abdul R.

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### The Effects of E-WOM, Information Overload, Attitude Towards Online Purchase, and Consumer Psychological Condition on the Intention Towards Online Purchase of Laptop Product

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DOI: <https://doi.org/10.60016/majcafe.v31.30>

#### Abstract

This study aims to determine the influence of E-WOM, information overload, attitudes towards online purchases, and the psychological condition of consumers on online purchase intention of laptop product. Data were collected by distributing online questionnaires involving 177 internet user respondents who had never purchased a laptop online. The location of this research is in Indonesia. The hypothesis was analyzed using the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS). In taking samples, this research used a purposive sampling technique and in measuring variables, this research used a Likert scale model. The results of data analysis show that E-WOM has no effect on Online Purchase Intentions and Attitudes towards Online Purchases. On the other hand, excess information and attitudes towards online purchases have a positive effect on online purchase intentions for laptop products. Apart from that, the results also show that E-WOM influences information overload. The implication of these findings is that factors such as more complete information and positive attitudes towards online purchases have an important role in influencing consumers' decisions in planning to purchase laptop products online, which can help companies and marketers in developing more effective marketing strategies.

**Keywords:** E-WOM, information overload, attitude towards online purchase, consumer psychological condition, online purchase intention.

## Extended Theory of Planned Behavior and Environmentally Responsible Behavior in the Context of Beach Tourism

Gancar Candra P., Rakotoarisoa M.F., K. Masmira., R.M.H. Sedera., Ansar Abbas

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### Extended Theory of Planned Behavior and Environmentally Responsible Behavior in the Context of Beach Tourism

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#### Abstract

This research aims to explain the intended environmentally responsible behavior of Beach visitors. Beach tourism is one of the most vulnerable areas, and yet sensitive to the consequences of littering caused by the growing population of beach visitors. This work aims to determine the factors significantly influencing intended environmentally responsible behavior, particularly Beach litter prevention. An extended theory of planned behavior is used to explain this phenomenon by incorporating biospheric value and positive affect. Convenience sampling techniques were used to collect the data, and a survey was conducted in the Gunung Kidul area, Yogyakarta Special Region, Indonesia. The survey questionnaires were distributed in the three research sites: Krakal, Baron, and Sunda Beaches. The sample of this research consisted of 317 Beach visitors. The results were obtained from Structural Equation Modeling (SEM) following a two-step analysis to ensure and evaluate the accuracy and quality of the measurements and the model. The result demonstrates a positive association between biospheric value and positive affect and attitude toward behavior. Besides, attitude toward behavior and perceived behavioral control predict beach litter prevention intention, whereas subjective norms were insignificant. This study integrated biospheric value and positive affect to advance the theory of planned behavior. This work provides additional knowledge to the literature, particularly in the context of Beach tourism. The results highlighted the importance of biospheric value and positive affect, which can be leveraged when considering solutions to the littering problem. Both practical implications and future research agenda are also discussed in this study. In addition, this work addressed the limitation and future direction of this research, which suggest adopting this model in

#### INSIGHT FROM AUTHOR

This article offers insight on responsible practices and behavior from Beachgoers. Anyone interested in combating plastic waste problem should read this work as it provides specific guidelines in addressing littering problem which is a major threat of marine coastal habitats



**CHAPTER 3**  
**SUPPLY CHAIN MANAGEMENT**



**Learning-driven strategic renewal: systematic literature review**

Ida Ayu Kartika Maharani, Badri Munir Sukoco, Indrianawati Usman, David Ahlstrom

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## Learning-driven strategic renewal: systematic literature review

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Systematic  
literature  
review

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**Abstract**

**Purpose** – This paper aims to systematically review and synthesize existing research on learning-driven strategic renewal and examines the findings to elucidate the dimensions, antecedents, mechanisms and consequences associated with learning-driven strategic renewal, thereby addressing gaps in the existing literature.

**Design/methodology/approach** – This research covers learning-driven strategic renewal from 1992 to 2022, using hybrid snowball sampling techniques and Boolean searches on the Scopus and Web of Science databases to extract 49 papers.

**Findings** – This review proposes an organizing framework for learning-driven strategic renewal, building upon existing literature. The framework identifies various dimensions of the process, including antecedents, mechanisms and consequences. The antecedents are categorized into individual, organizational and external factors. The mechanisms for learning-driven strategic renewal were explored within the context of Crossan's established 4I framework, which serves as a lens for emphasizing the balance between exploratory and exploitative learning. Within this framework, intuiting, interpreting, integrating and institutionalizing are the four "Is" that guide the renewal process. These mechanisms require a robust system to enforce the prescribed processes effectively, thereby contributing to long-term firm performance and sustainability.

**Research limitations/implications** – Despite using search terms similar to those in existing literature on strategic renewal, the scope and depth of this study may be limited. Further research may benefit from bibliometric screening or more refined inclusion criteria.

**Originality/value** – While there has been extensive research into both organizational learning and strategic renewal, no coherent framework links them. This study fills this gap by building a framework that identifies connections between these two concepts, providing valuable insights that may be used to foster successful strategic renewal efforts. The review offers valuable knowledge and understanding of the subject matter, serving as useful guidance for effectively driving renewal initiatives within organizations.

**Keywords** Learning-driven, Strategic renewal, Exploitation, Exploration, Innovation, Knowledge sharing

**Paper type** Literature review

Since submission of this article, the following author has updated their affiliation: David Ahlstrom, Professor, Hong Kong Metropolitan University, Lee Shau Kee School of Business and Administration, 30 Good Shepherd St., Kowloon, Hong Kong.

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**INSIGHT FROM AUTHOR**

Organizational change processed through Intuition, Interpretation, Integration, and Institutionalization requires strengthening the management system so that the learning carried out by the organization runs well.



**CHAPTER 4**  
**HUMAN RESOURCE MANAGEMENT**



# Innovative work behavior in public organizations: A systematic literature review

Srirahayu, D. P., Ekowati, D., & Sridadi, A. R.

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Research article

### Innovative work behavior in public organizations: A systematic literature review

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---

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 Systematic literature review  
 innovative work behavior  
 Public organization  
 Personal factor  
 Teamwork  
 Organizational factor

**ABSTRACT**

The factors that influence Innovative Work Behavior (IWB) have been widely studied. Despite that, no research has ever comprehensively mapped the factors that affect IWB, especially in public organizations. Hence, this study aims to map the factors affecting IWB in public organizations. Based on the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) approach, 57 eligible studies were selected for review, and their findings summarized. The results of this study indicate that three factors are influencing IWB in public organizations, namely personal, innter/teamwork, and organizational factors. These three factors can function as independent variables, mediation, or moderators. This research produces a comprehensive IWB framework in public organizations. Managerial can develop various ways to improve the innovative behavior of its employees starting from personal, teamwork, and organizational factors such as leadership, HRM, organizational culture, and other behaviors.

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#### 1. Introduction

Innovation is an indispensable factor for organizations as they are required to adapt to rapid environmental changes [1]. Organizations can face external challenges in regards to the innovative products that they have created. In making an innovation, employees who are involved in the creation are expected to pour new ideas towards their organizational goals. Therefore, the innovative behavior of employees needs to be developed [2]. Innovative work behavior (IWB) deals with developing, adopting, and implementing new ideas for products, technologies, and work methods by employees; this is considered as an important determinant of organizational success [3]. IWB is critical to organizational effectiveness and survival, which ultimately leads to sustainable organizational development [4].

IWB is expected to produce innovative and therefore beneficial outcomes for individuals, groups, or organizations [1]. These innovative outputs can range from the expansion and renewal of products, services, procedures, and processes to the evolution of new production methods and new management systems [5]. IWB is one of the important things that allow any groups to achieve organizational goals [6,7]. Hence, it should be carried out sustainably by profit-oriented and non-profit organizations. One of the non-profit organizations that should apply IWB is public organization. Public organizations are characterized by their numerous procedures and regulations that provide a high degree of control and a low degree of flexibility [8,9]. A typical innovative demand on public servants deals with utilizing resources to create innovative outcomes as described by the base of the organization, the political system [3].

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## Empowering leadership: role of organizational culture of self-esteem and emotional intelligence on creativity.

Ahmad, T., Hamid, A. R., Abbas, A., Anwar, A., Ekowati, D., Fenitra, R. M., & Suhariadi, F.

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## Empowering leadership: role of organizational culture of self-esteem and emotional intelligence on creativity

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Empowering  
leadership and  
creativity

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### Abstract

**Purpose** – The changing workplace and the disruption and transformation of business processes brought on by modern technology make it difficult for a firm to maintain its existing plans. A management's ability to succeed is related to sustaining and developing its employees to be innovative workers. The idea is to empower subordinates and share authority with them, which increases efficiency.

**Design/methodology/approach** – In this study, it was anticipated that there is a definite relationship between leadership empowerment and workplace cultures of self-esteem, emotional intelligence and creative thinking. Data were obtained using random sample techniques to confirm the hypothesis. A total of 291 Pakistani private-sector employees were surveyed for this study.

This paper is part of the MS thesis of the first author of this paper. This paper is free from commercial interest. No conflict of interest is reported. Data is available with the corresponding author and will be furnished upon reasonable request. Informed consent was obtained from respondents of this study.



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# Innovative work behavior in public organizations: A systematic literature review

Srirahayu, D. P., Ekowati, D., & Sridadi, A. R

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Research article

## Innovative work behavior in public organizations: A systematic literature review

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<p><b>ARTICLE INFO</b></p> <p><b>Keywords:</b>          Systematic literature review          Innovative work behavior          Public organization          Personal factor          Teamwork          Organizational factor</p>	<p><b>ABSTRACT</b></p> <p>The factors that influence Innovative Work Behavior (IWB) have been widely studied. Despite that, no research has ever comprehensively mapped the factors that affect IWB, especially in public organizations. Hence, this study aims to map the factors affecting IWB in public organizations. Based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) approach, 57 eligible studies were selected for review, and their findings summarized. The results of this study indicate that three factors are influencing IWB in public organizations, namely personal, inter/teamwork, and organizational factors. These three factors can function as independent variables, mediation, or moderators. This research produces a comprehensive IWB framework in public organizations. Managerial can develop various ways to improve the innovative behavior of its employees starting from personal, teamwork, and organizational factors such as leadership, HRM, organizational culture, and other behaviors.</p>
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### 1. Introduction

Innovation is an indispensable factor for organizations as they are required to adapt to rapid environmental changes [1]. Organizations can face external challenges in regards to the innovative products that they have created. In making an innovation, employees who are involved in the creation are expected to pour new ideas towards their organizational goals. Therefore, the innovative behavior of employees needs to be developed [2]. Innovative work behavior (IWB) deals with developing, adopting, and implementing new ideas for products, technologies, and work methods by employees; this is considered as an important determinant of organizational success [3]. IWB is critical to organizational effectiveness and survival, which ultimately leads to sustainable organizational development [4].

IWB is expected to produce innovative and therefore beneficial outcomes for individuals, groups, or organizations [1]. These innovative outputs can range from the expansion and renewal of products, services, procedures, and processes to the evolution of new production methods and new management systems [5]. IWB is one of the important things that allow any groups to achieve organizational goals [6,7]. Hence, it should be carried out sustainably by profit-oriented and non-profit organizations. One of the non-profit organizations that should apply IWB is public organization. Public organizations are characterized by their numerous procedures and regulations that provide a high degree of control and a low degree of flexibility [8,9]. A typical innovative demand on public servants deals with utilizing resources to create innovative outcomes as described by the base of the organization, the political system [9].

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# Hear Me Out! This Is My Idea: Transformational Leadership, Proactive Personality and Relational Identification

Adhyke, Y. P., Eliyana, A., Sridadi, A. R., Septiarini, D. F., & Anwar, A.

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DOI: 10.1177/21582440221145869 journals.sagepub.com/home/sgo

Original Research

## Hear Me Out! This Is My Idea: Transformational Leadership, Proactive Personality and Relational Identification

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SAGE

Yuzy Prila Adhyke<sup>1</sup>, Anis Eliyana<sup>1</sup>, Ahmad Rizki Sridadi<sup>1</sup>,  
Dina Fitriasia Septiarini<sup>1</sup>, and Aisha Anwar<sup>2</sup>

### Abstract

This study proposes that there is relationship between transformational leadership and employee's voice as well as relational identification as a mediation and proactive personality as a moderator. Structural Equation Modeling was used to analyze data gathered from employees at the Ministry of Law and Human Rights through questionnaires. The findings revealed that transformational leadership has a significant effect on employee's voice and relational identification; relational identification mediates the relation between transformational leadership and employee voice behavior; and proactive personality will weaken the transformational effect on employee's voice behavior. This study enriches empirical studies that employee's voice can represent the opinions and ideas of employees with the presence of relational identification, proactive personality, and transformational leadership in the organization. Furthermore, transformational leadership can build relational identification that is strengthened by a proactive personality so that employees are happy to convey their voices.

### Keywords

relational identification, employee's voice, transformational leadership, proactive personality, decent jobs

### Introduction

Managerial behavior is one essential factor that might influence employee performance (Buil et al., 2019). Some of the impact that a manager may bring are on the organization success in achieving goals, employee performance, emotional attitudes and behavior at the workplace, as well as desire to state their voice (Avolio et al., 2004; Liang et al., 2017; Terglav et al., 2016). Employee voice is important as it can ease constant improvement, trigger new ideas that can form a starting point for innovation and prevent harmful consequences for the organization (Groeneveld, 2015; Qi & Ming-Xiu, 2014). From a company point of view, employee voice specifically benefits to the workflow by providing new elements to work (Liang et al., 2017). Other studies have looked at the impact of employee voice on employee performance since it helps the organization grow by contributing opinions, ideas, and recommendations (Buil et al., 2019; Morrison, 2011).

Moreover, some studies have investigated factors that can affect employee voice, one study is from Duan et al. (2017) who stated that transformational leadership

allows employees to have more chances and use more channels to encourage interaction or share thoughts with supervisors informally. Employees benefit more from their supervisor's support and response in the workplace when they have more informal interactions and exchanges with them (Fix & Sias, 2006), in fact the potential of cultural barriers between supervisors and employees may also be reduced (Afsar et al., 2019). According to Lei et al. (2021), transformational leadership will favorably motivate employees to act as instruments in establishing and instilling a culture of innovation that stimulates creativity, risk taking, and positive feelings and readiness to find innovative solutions to problems.

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## Engagement and flexibility: An empirical discussion about consultative leadership intent for productivity from Pakistan

Ekowati, D., Abbas, A., Anwar, A., Suhariadi, F., & Fahlevi, M

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### MANAGEMENT | RESEARCH ARTICLE

## Engagement and flexibility: An empirical discussion about consultative leadership intent for productivity from Pakistan

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Additional information is available at  
the end of the article

**Abstract:** Change and development are continuous processes inside organizations. Maintaining a high level of productivity is critical at all times. Flexibility and engagement are the two most essential factors in determining productivity. Leadership is necessary for an organization to manage these characteristics to be produced correctly. Nevertheless, consultative leadership has been determined to be the most theoretically appropriate form of leadership. The model has been tried and tested in Pakistani higher educational settings. The findings of this study provide evidence that the proposed model is booming, and the pertinent parts of this paper clarify the theoretical and practical aspects of the model.

**Subjects:** Leadership; Leadership; Leadership Strategy; Administration and Management; Management & Organization

**Keywords:** Consultative leadership; strategic intent; positive leadership; engagement; flexibility; education; productivity

### ABOUT THE AUTHOR



Dian Ekowati

Dian Ekowati is a prominent academican at the Department of Management Sciences, Faculty of Economics and Business at the University of Airlangga. From QEC, Head of International Office and Partnership, Deputy Executive Director, and Head of Airlangga Global Engagement, she is now Head of the Planning and Development Board for Airlangga University. She has produced numerous book chapters, journal articles, conference papers, and social development research projects. In addition to these endeavors, Dr. Ekowati teaches and does research with many Ph.D. and master's students at the undergraduate and graduate levels. In addition, she has expertise in qualitative research and analysis, organizational theories and behavior, change management, and internationalization. She holds a Ph.D. in Management of Change and Strategies, Interorganizational Network, Organization Politics/Power, and Organizational Territoriality from the University of York, United Kingdom.

### PUBLIC INTEREST STATEMENT

Organizational transformation calls for goal-setting and implementation plans to be negotiated through talks between different departments. The goal of consulting others is a worthwhile and successful one. As it aligns so well with the goals of global management practices, Asian institutes could be attracted much thought and study from scholars interested in putting it into reality. Notwithstanding the challenges, there is potential for improved adaptability, higher follower involvement, and more fruitful sanity in the services industry.



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## Digital Literacy Improves the Tourism Workers Competency in Bali

Indaryanto, A., Purwono, R., Lestari, Yetty D., Sinaga, E., & Harijadi, Bambang D.

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### Digital Literacy Improves the Tourism Workers Competency in Bali

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#### Abstract

Tourism workers finally gave up losing their jobs due to the closure of many tourism companies, returned to their hometowns, switched professions to agriculture, trade, online transportation and other sectors. Since the 1st Bali Bombing (2002), 2nd Bali Bombing (2005), the eruption of Mount Agung up to the Covid 19 Pandemic, there has been no strategy, model or concept set by the Government or the private sector in Bali to anticipate this employment tsunami. Tourism workers need additional skills in the field of Digital Literacy. Strengthening the Digital Literacy for Tourism Workers Competence will realize the independence of the Workers.

Researchers will try to complement previous research by emphasizing the importance of Digital Literacy which must be owned by every Tourism worker who is equipped with Self-Efficacy abilities for the independence of Tourism workers and is able to have strong Digital Competency to deal with a Dynamic Environment that can change at any time.

This study will examine the direct and indirect effects of Digital Literacy on Self-Efficacy and Digital Competence by using the Dynamic Environment moderating variable and expanding the empirical study of

# Authentic leadership journey: an empirical discussion from Pakistani higher education employing the lay theory of psychology

Abbas, A., Ekowati, D., & Anwar, A.

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## Authentic leadership journey: an empirical discussion from Pakistani higher education employing the lay theory of psychology

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Leadership  
journey in  
higher  
education

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### Abstract

**Purpose** – From a lay theory standpoint, the authentic leadership journey has not been perceived together. Both theories are evaluated to determine what may be developed to reflect an authentic leadership journey on an individual's belief of commitment and performance in an organization by evaluating both theories.

**Design/methodology/approach** – Using simple random sampling, this research used a self-administered questionnaire prepared and distributed to higher education professionals in Islamabad. SPSS (Statistical Package for Social Sciences) was used to compute the data and SmartPLS (partial least squares (PLS)) was used to determine the path analysis.

**Findings** – A human being's need for authenticity is real, but the perspective is more toward better performance. Authenticity does not mean a person can help businesses achieve every goal. Persons may choose what is essential to them, indicating the inner self-awareness of authentic individuals and allowing members to focus on what matters.

**Originality/value** – This study shed light on a new phenomenon that can help us better comprehend what means to be an authentic leader.

**Keywords** Authentic leadership, Commitment, Performance, Higher education, Leadership education, Leadership psychology, Positive psychology

**Paper type** Research paper

### Introduction

While leadership theory has significantly impacted politics and organizational life, its journey is far from over (Holmes *et al.*, 2021). Globally, acquiring a leadership journey is a big challenge. Thereof, knowledge management, the knowledge-creating process and scholar attention are researched extensively (Grimsdottir *et al.*, 2019). Northouse (2007) described it as a process through which one person can influence many others to accomplish a shared objective. Motivating others to achieve the goal within the boundaries of moral authority established by an authentic individual is what its method entails (Ahmad *et al.*, 2015).

A unique leadership thought has emerged for authentic individuals in identifying their assets, flaws and feelings. Authentic leaders are optimistic, lead from the heart, have high ethical and moral standards and care about their people (Avolio and Gardner, 2005; Banks *et al.*, 2016). Authenticity may result from social demands and adherence to social

The authors declare that informed consent was obtained from respondents of this study.



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## Trends Of Research Keywords Related To The Network And Negotiating Skills In Digital Era: A Bibliometric Review

Andi Juanna, Umin Kango, Sanju Kumar Singh, Zulfia Kadir Abdussamad, Yulinda L. Ismail

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 <b>INTERNATIONAL JOURNAL OF PROFESSIONAL BUSINESS REVIEW</b> <span style="float: right;">ISSN: 2525-0654 OPEN ACCESS</span>	
<b>TRENDS OF RESEARCH KEYWORDS RELATED TO THE NETWORK AND NEGOTIATING SKILLS IN DIGITAL ERA: A BIBLIOMETRIC REVIEW</b>	
Andi Juanna <sup>A</sup> , Umin Kango <sup>B</sup> , Sanju Kumar Singh <sup>C</sup> , Zulfia Kadir Abdussamad <sup>D</sup> , Yulinda L. Ismail <sup>E</sup> 	
<b>ARTICLE INFO</b> <b>Article history:</b> Received 03 March 2023 Accepted 29 May 2023 <b>Keywords:</b> Human; Leadership; Negotiating; Networking; Organization.	<b>ABSTRACT</b> <b>Objective:</b> This study had a purpose to know the trend research in Scopus indexed papers related to the networking and negotiating. <b>Theoretical framework:</b> This study used examined the research from SCOPUS indexed journal. It showed that based on the author's keyword, keywords like innovation, leadership, and network were really intertwined with each other. <b>Method:</b> There were 697 samples found by typing <i>networking</i> and <i>negotiate*</i> in Scopus search. The data were analyzed using bibliometric method and processed using VOSviewer. <b>Results and conclusion:</b> The result showed that based on the authors keyword, keywords like innovation, leadership, and network were really intertwined with each other. <b>Implications of the research:</b> Networking and negotiating were popular topics in those two countries, so that many scholars and researchers can observe more about negotiation and networking. <b>Originality/value:</b> This research concluded that the author keywords like innovation, leadership, and network were really intertwined with each other. Based on index keywords, humans are connected to other keywords, such as adult, skills, organization and management, leadership, and program evaluation. Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i6.1027">https://doi.org/10.26668/businessreview/2023.v8i6.1027</a>
	
<b>TENDÊNCIAS DE PALAVRAS-CHAVE DE PESQUISA RELACIONADAS À REDE E ÀS HABILIDADES DE NEGOCIAÇÃO NA ERA DIGITAL: UMA REVISÃO BIBLIOMÉTRICA</b>	
<b>RESUMO</b> <b>Objetivo:</b> Este estudo teve como objetivo conhecer as tendências de pesquisa em artigos indexados na base Scopus relacionados a <i>networking</i> e <i>negotiação</i> . <b>Estrutura teórica:</b> Este estudo examinou a pesquisa do periódico indexado na SCOPUS. Ele mostrou que, com	
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 Intern. Journal of Profess. Bus. Review.   Miami, v. 8   n. 6   p. 01-16   e01027   2023.	



**CHAPTER 5**  
**ENTREPRENEURSHIP MANAGEMENT**



## Fifty years of Artisan Entrepreneurship: a systematic literature review

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Hasahah et al. *Journal of Innovation and Entrepreneurship* (2023) <https://doi.org/10.1186/s13731-023-00308-w>

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Journal of Innovation and Entrepreneurship

REVIEW
Open Access

### Fifty years of artisan entrepreneurship: a systematic literature review

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**Abstract**

Culturally based products and businesses have become increasingly common, drawing attention to artisan entrepreneurship. A small number of studies have comprehensively reviewed artisan entrepreneurship in terms of its antecedents and consequences, as is examined in this study. Specifically, this research looked at the factors that contribute to successful artisan entrepreneurship, managing environmental dynamism, markets, and institutional pressures. This study focuses on developing antecedents and consequences that may be used as a reference for the development of artisan entrepreneurship. A systematic literature review was conducted on 72 papers from the last 50 years from the first quartile of the Scopus database. This study identified that environmental, social, organizational, and individual factors could determine the development of artisan entrepreneurship and have consequences on social, organizational, and individual levels. This framework may aid artisan entrepreneurship and stakeholders in identifying the factors needed in the development of artisan entrepreneurship. The main elements of the resulting research agenda include suggestions for theory development, methodology, antecedents, and consequences.

**Keywords:** Artisan entrepreneurship, Cultural identity, Innovation, Antecedents, Consequences

**Introduction**

In recent years, artisan entrepreneurship has attracted increasing attention in entrepreneurship and management literature (Arias & Cruz, 2019; Hill, 2020; Igwe, 2018; Tregear, 2005). Increased interest in artisan entrepreneurship has been due to the expansion of creative industries and focus on goods and services that have a cultural component (Ratten et al., 2019), such as those using traditional skills, innovation (Hoyte, 2018; Marques et al., 2018; Rashid & Ratten, 2021; Ratten et al., 2019), cultural identities, and social networks (Bhattacharya et al., 2018; Brooker & Joppe, 2014; Hill, 2020; Rashid & Ratten, 2021; Sehnem, et al., 2020; Solomon & Mathias, 2020; Wherry, 2006; Wu et al., 2021; Tregear, 2005). Moreover, artisan entrepreneurship is a creative industry that connects people and cultures on a global scale (Rashid & Ratten, 2021).

Much artisan entrepreneurship is centred on the clothing and grocery industry because artisans prefer to create products tied to cultural heritage (Bravi & Murnura, 2021; Lindbergh & Schwartz, 2021; Tregear, 2005) to have an advantage (Brooker &

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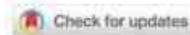
### INSIGHT FROM AUTHOR

To get the expected impact, artisan entrepreneurs will be determined multilevel factorial (individual, organizational, environmental and social).

## Entrepreneurial leadership and global management of COVID-19: A bibliometric study

Andi Yusniar Mendo, Sanju Kumar Singh, Irwan Yantu, Raflin Hineo, Agus Hakri Bokingo, Elvie Febriani Dugga, Andi Juanna<sup>1</sup>, Ahmad Kusuma Wardhana, Ballav Niroula, Thinzar Win

F1000Research 2023, 12:31 Last updated: 15 JUN 2023 -  
(<https://doi.org/10.12688/f1000research.109340.1>)



## SYSTEMATIC REVIEW

### Entrepreneurial leadership and global management of COVID-19: A bibliometric study [version 1; peer review: 2 approved with reservations]

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Latest published: 09 Jan 2023, 12:31  
<https://doi.org/10.12688/f1000research.109340.1>

#### Abstract

##### Background

The coronavirus disease 2019 (COVID-19) pandemic has caused uncertainty in many economic sectors. An entrepreneurial leadership style can become an alternative method of leadership for facing uncertainty.

##### Methods

This study uses secondary data from the Scopus website as samples. The samples are papers from Indonesia, China, and the USA. Data were collected through the Scopus website, using keywords entrepreneurial and leadership, saved into a CSV file, and processed using VOSviewer. The findings were analyzed using a systematic search.

##### Results

Entrepreneurial leadership as a topic was more prevalent in China than Indonesia and the USA. There were 101 papers from Chinese authors, 28 from Indonesian authors, and 575 from USA authors. However, there was no topic of entrepreneurial leadership connected to the strings of the topic of COVID-19. This study also found that inclusive leadership was used in China and local government leadership was used by the USA government to anticipate the impact of COVID-19.

##### Conclusions

Entrepreneurial leadership was not used for COVID-19 pandemic.

#### Open Peer Review

Approval Status ? ?

	1	2
version 1 09 Jan 2023	?	?

1. **Stamatios J. Papadakis**, University of Crete, Rethymno, Greece

2. **Lutfi Lutfi**, Universitas Hayam Wuruk Perbanas, Surabaya, Indonesia

Any reports and responses or comments on the article can be found at the end of the article.

## Social Capital, Learning From Innovation Failure, And Innovation: Some Insights From High-Growth Small Businesses In A Collectivist Culture

Games, D., Lupiyoadi, R., Agustina, T. S., Amsal, A. A., & Kartika, R.

International Journal of Innovation Management VOL. 27, NO. 01n02 <https://doi.org/10.1142/S136391962350007X>



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## Social Capital, Learning From Innovation Failure, And Innovation: Some Insights From High-Growth Small Businesses In A Collectivist Culture

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**CHAPTER 6**  
**STRATEGIC MANAGEMENT**



## The First 17 Years of the Journal of Management, Spirituality, and Religion (JMSR): Bibliometric Overview

Maharani, I. A., & Usman, I

Journal of Management, Spirituality & Religion In Press Page 1-24 <https://doi.org/10.51327/LWUW8903>

JOURNAL OF MANAGEMENT, SPIRITUALITY & RELIGION  
In press: Pages 1-24  
<https://doi.org/10.51327/LWUW8903>



### The First 17 Years of the Journal of Management, Spirituality, and Religion (JMSR): Bibliometric Overview

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#### ABSTRACT

The Journal of Management, Spirituality, and Religion (JMSR) has been a leading scientific source for scholars interested in the religious and spiritual aspects of managing human capital in organizations. It was created to connect the concepts of spirituality and religiosity to increase awareness of people's spirituality and spiritual leadership in a business setting. It was also, to comprehend the effects of pluralism on organizations as a whole and the critical and distinct role of the various religious views held and the spirituality of each individual. This study uses bibliometric analysis techniques to retrieve all publications from the Scopus database from 2004 to 2020 to honor the 17 years of the JMSR's journey. The current study was carried out to highlight the JMSR's growth, development, and intellectual structure in terms of impact, citations, theme, topic trend evolution, most contributing universities, and collaboration network.

#### ARTICLE HISTORY

Received: 7 March 2022

Accepted: 31 July 2022

#### Keywords

Bibliometric; science mapping; VOSviewer; Bibliometrix; performance analysis; JMSR

#### Introduction

The Journal of Management, Spirituality, and Religion (JMSR) was first published in 2004<sup>1</sup> and has been a prominent scientific source for scholars interested in the religious and spiritual aspects of human capital management. However, there are heated debates over whether religiosity and spirituality may serve as a basis for managing people in organizations (Brown, 2003; Drive, 2007; Gotsis & Kortezi, 2008). This journal seeks to scientifically uncover those views and those linked to them. Thus, it aims to define the field through conceptual, theoretical, and empirical examinations of management, spirituality, and religion. This discourse will include the following: 1) analyzing management, spirituality, and religion from multi-perspectives, culture, and traditions; 2) examining society's interaction with management, spirituality, and religion; and 3) comprehensive critical analysis that encompasses and transcends commonly understood divisions between

<sup>1</sup> Yochanan Altman published the JMSR for the first six years, followed by Routledge for the next ten years. In 2021, it was published under the International Associations of Management, Spirituality & Religion (IAMSIR).

## Organizational change capability: a systematic review and future research directions

Supriharyanti, E., & Sukoco, B. M (2023)

Management Research Review Vol. 46 No. 1, 2023 pp. 46-81 © Emerald Publishing Limited 2040-8269 DOI 10.1108/MRR-01-2021-0039

The current issue and full text archive of this journal is available on Emerald Insight at: <https://www.emerald.com/insight/2040-8269.htm>

MRR  
46,1

### Organizational change capability: a systematic review and future research directions

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46

Received 19 January 2021  
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3 July 2021  
Accepted 2 February 2022

#### 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 EISCO 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



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#### 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, 2009). To survive and thrive in making change, organizations should develop their change capabilities (Meyer and Stensaker, 2006). These capabilities have been labelled “organizational capacity for change” or “organizational change capability” by existing research (Judge and Elenkov, 2005; McGuinness and Morgan, 2005; Soparnot, 2011).

This research is funded by Ministry of Education and Culture, Dissertation Research Grant 2120/2021.

#### INSIGHT FROM AUTHOR

Organizations that successfully make changes need to have capabilities, both individual, organizational, and environmental factors.

## Comparative Study of ASEAN Research Productivity

Sukoco, B. M., Putra, R. A., Muqaffi, H. N., Lutfian, M. V., & Wicaksono, H (2023)

SAGE Open January-March 2023: 1-14 The Author(s) 2023 DOI: 10.1177/21582440221145157 journals.sagepub.com/home/sgo

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Original Research

Comparative Study of ASEAN Research Productivity

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Badri Munir Sukoco<sup>1</sup>, Rizky Ananda Putra<sup>2</sup>, Humam Nur Muqaffi<sup>2</sup>, Muhammad Vinka Lutfian<sup>2</sup>, and Hendro Wicaksono<sup>3</sup>

**Abstract**  
Research productivity has become one of the main indicators used by higher education institutions (HEIs) as well as the country to support their innovation capability. This study purposely describes the research productivity among ASEAN countries, which is considered to be the world's current economic hotspot. By using SciVal database to examine the literature over the last 10 years, we describe productivity, citation impact, and economic impact metrics. The findings indicate that Singapore is superior in terms of publication quality (citation) and patents while Malaysia is leading in terms of the number of scientific research. Interestingly, Indonesia's scientific publication growth has the highest percentage. Furthermore, Engineering & Technology and Life Sciences & Medicine are the two major contributors to ASEAN research productivity. These subjects could be the major locomotives for ASEAN countries to use to sustain their competitiveness if the leaders can transform it into successful commercialization.

**Keywords**  
research productivity, citation impact, economic impact, ASEAN

**Introduction and the Context**  
Research productivity in higher education must be considered because it is an important criterion in the reputation and prestige of an institution (McGill & Seitle, 2012; Mudzakir et al., 2022). It is also an important component in the world university rankings and funding allocation decisions (Barrot, 2017; Byun et al., 2013; Huang, 2015). World ranking institutions such as the QS World University Ranking and Times Higher Education give a high weight to quality research in their assessment indicators, which is 60%. Shanghai ARWU (Academic Ranking of World Universities) gives research a weight of 80%. This is reinforced by Uslu (2020) who showed that the research reputation component contributes 73.71% to the HEI's ranking scores. As is well known, university rankings are often used by many stakeholders in HEIs because they can provide a brief overview of the multiple quality dimensions within higher education (Benito et al., 2020).  
Research can also be a stepping stone for the country's development (Upadhyaya & Rajasekharan Pillai, 2019) and it plays an important role in promoting the economic wealth of a country and the welfare of its citizens (Okiki, 2013). This is supported by the direct, indirect, and flow-on impact of research leading to the addition of value-added, production capacity (technology) and consumer surplus (Deloitte Access Economics, 2015). These facts encourage HEIs to strengthen their research capabilities, set strategic goals, and intensify their productivity (Barrot, 2017; Vazire, 2018). As a result, many countries in Asia (e.g., China, Japan, Hong Kong, Singapore and South Korea) have recently demonstrated their research capabilities and scientific positions (Erfanmanesh et al., 2013).  
Over the past decade, research in Asia has demonstrated that it has been attempting to catch up with North America and Europe. Based on the SciVal (2020) metadata, research in Asia in the 2010-2019 period occupies the biggest portion (35.73% of the total world

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### INSIGHT FROM AUTHOR

The growth of Indonesian publications in the last 7 years has increased sharply, but the impact on innovation and technology still needs to be improved.

## Orchestration to improve the performance and sustainability of family companies

Gunawan, S., & Koentjoro, S

Gunawan & Koentjoro, *Cogent Business & Management* (2023), 10: 2176283 <https://doi.org/10.1080/23311975.2023.2176283>

Gunawan & Koentjoro, *Cogent Business & Management* (2023), 10: 2176283  
<https://doi.org/10.1080/23311975.2023.2176283>



### MANAGEMENT | RESEARCH ARTICLE

## Orchestration to improve the performance and sustainability of family companies

Sri Gunawan<sup>1\*</sup> and Sugiarto Koentjoro<sup>2</sup>

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Reviewing editor:  
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Additional information is available at  
the end of the article

**Abstract:** The purpose of this study is to identify the efforts made by family businesses to develop knowledge resources in order to improve innovative performance and market adaptability. This study employs a single case study exploratory design, with “indepth interviews” conducted with 9 participants from three companies in one group in Indonesia. The findings revealed a process of developing human and social capital resources to expand the company’s knowledge resources. Other findings identified the critical processes of empowerment and authority coordination. It was used to establish a family business that encourages generational involvement and is capable of supporting the process of increasing knowledge resources. It was used to establish a family business that encourages generational involvement and is capable of supporting the process of increasing knowledge resources. Furthermore, this research can be a foundation for encouraging resource orchestration in family businesses to increase sustainability. It is one of the studies that integrate resource orchestration theory with management knowledge and explains the importance of creating a conducive family business for sustainability due to generational involvement.

**Subjects:** Information / Knowledge Management; Strategic Management; Entrepreneurship; Asian Business

**Keywords:** Family company; managing conflict; managing knowledge; resource orchestration; corporate sustainability; corporate strategy

### 1. Introduction

Family businesses are commercial enterprises in which multiple generations, related by blood, marriage, or adoption, influence decisionmaking. They can influence their vision and willingness to pursue distinct goals (Chirico & Nordqvist, 2010). According to Napolitana et al. (2015), one of the significant challenges that family businesses face is maintaining profitability and sustainability from generation to generation (As a result of poor resource management to continuously boost sustainability, only 30% of the second generation and 13% of the third generation survive (J. Ward, 2011).

### ABOUT THE AUTHORS

Sugiarto Koentjoro is a President Director of PT. Prima KaryaKontrido, a company in construction and property industry. He also CEO of a Plantation of Red and Yellow Dragon Fruit company as well as President Commissioner of a company producing kitchen appliances. He obtained a Doctor of Management degree from Universitas Airlangga. He has an interest in Strategic Management and Family Business.

Sri Gunawan, is a Senior Lecturer at the Management Department of the Faculty of Economics and Business, Universitas Airlangga, Surabaya, Indonesia. He has a Master of Commerce degree from the University of New South Wales. He also has a Doctor of Business Administration degree from Murdoch University, Australia. His interests in research include Consumer Behavior, Marketing Strategies, Strategic Management, Family Business and Human Resources Management.



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## Strategy for sustainability of the fishery industry during the COVID-19 pandemic in indonesia

Wasik, Z., & Handriana, T.

Zainul Wasik & Tanti Handriana (2023) Strategy for sustainability of the fishery industry during the COVID-19 pandemic in indonesia, *Cogent Social Sciences*, 9:1, 2218723, DOI: 10.1080/23311886.2023.2218723

Wasik & Handriana, *Cogent Social Sciences* (2023), 9: 2218723  
<https://doi.org/10.1080/23311886.2023.2218723>



### SOCIOLOGY | RESEARCH ARTICLE

## Strategy for sustainability of the fishery industry during the COVID-19 pandemic in indonesia

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Additional information is available at  
 the end of the article

**Abstract:** During the 2020 COVID-19 pandemic, Indonesia's fishery product exports have increased, and Indonesia rose second grade to eighth position as the world's main exporter of fishery products in 2020. Based on data released by ITC Trademap, the export value of Indonesian fishery products in 2020 reached USD 5.2 billion or 5.7% positive growth compared to 2019. In fact, during this COVID-19 pandemic, most of the world's main exporters of fishery products experienced a significant decline compared to 2019, such as China, down 7.8%, Norway down 7.5%, Vietnam down 2.1%, India, down 15.1%; Thailand down 2.2% and Ecuador down 1.5%. Analyzing the factors that became strengths, weaknesses, opportunities and threats in the fishing industry company and determine new strategies that must be carried out to overcome the sustainability of the fishing industry during the COVID-19 pandemic. Qualitative descriptive research methods, where the researcher is the key instrument, the data collection technique is done by triangulation using IFAS, EFAS and SWOT analysis, primary data and results from observations, documentation studies and interviews with research informants, namely managers, general managers and business leaders of the Surimi KML Group company. The results of this study indicate that the fishing industry players need to position in quadrant I according to the SWOT analysis, where these findings indicate that the company's strategy uses and utilizes strengths to take opportunities (Opportunities). Based on

#### ABOUT THE AUTHORS



Zainul Wasik

Zainul Wasik is a lecturer with a Doctoral degree in the Management study program, Faculty of Economics and Business, Muhammadiyah University of Gresik. The research focus includes management and marketing science. Several research results have been published in the form of articles in national and international journals. Tanti Handriana is a professor from the Department of Management, Faculty of Economics and Business, Universitas Airlangga Indonesia. His research and teaching focus is on the area of marketing. Many research results have been produced in the form of international and national journal articles. In addition, other works produced in the form of books.

#### PUBLIC INTEREST STATEMENT

This study aims to analyze the factors that become strengths, weaknesses, opportunities and threats in fishing industry companies and determine new strategies that must be implemented to overcome the sustainability of the fishing industry during the COVID-19 pandemic. This research shows that fishing industry players need to occupy quadrant I positions according to the SWOT analysis, where these findings indicate that the company's strategy uses and exploits the power of taking opportunities (Opportunities). Based on this SWOT analysis, companies can also use a Progressive strategy in running their business during the co-19 pandemic. This strategy allows the fishing industry to continue to expand, increase growth, and achieve maximum progress during the COVID-19 pandemic.



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Thank  
you