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Universitas Airlangga



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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,  
Prof. Dr. Gancar Candra Premananto, CDM., CCC., CI., QCRO., AIBIZ.  
Head of Management Departement  
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# INDEKS SCOPUS



# **FINANCIAL MANAGEMENT**



# Sustainable Development in Indonesia: A Study of Energy Consumption, CO<sub>2</sub> Emissions, FDI, and Gross Capital Formation

Ahmad Farabi, Zamroni, Dini Oktarina Dwi Handayani, Rahmat Heru Setianto

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## Sustainable Development in Indonesia: A Study of Energy Consumption, CO<sub>2</sub> Emissions, FDI, and Gross Capital Formation

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**ABSTRACT**

The purpose of this study is to examine how the consumption of renewable and nonrenewable energy, CO<sub>2</sub> emissions, FDI, and gross capital formation affect the GDP per capita in the case of Indonesia. This study employs cointegration and ARDL to estimate the short and long-run coefficient which is preceded by ADF and PP unit root test using the annual time series data from 1960 to 2021. The result of the estimation shows that in the long run non-renewable energy consumption, CO<sub>2</sub> emission, and FDI impact the economic growth of Indonesia directly. Meanwhile, in the short run, the estimation result reveals that non-renewable energy and FDI are positive and statistically significantly affected the economic growth of Indonesia. Renewable energy hasn't yet been found to have a substantial impact on Indonesia's economic growth. This research offers novel perspectives on how nonrenewable and renewable energy consumption, CO<sub>2</sub> emissions, and FDI impact the economic growth. The findings provide valuable implications for Indonesia to develop long-term policies that can enhance the positive effects of energy consumption and CO<sub>2</sub> emissions on economic growth in the future. The involvement of FDI in the model also become the novelty of this study to examine the impact of FDI to economic growth.

**Keywords:** Economic Growth, Energy Consumption, CO<sub>2</sub> Emission, Foreign Direct Investment, Gross Capital Formation  
**JEL Classification:** K32, P18, P28, Q43, Q48

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### 1. INTRODUCTION

Energy serves as the lifeblood of modern economies, underpinning the production of goods and services across various sectors. Within the realm of energy-related challenges, three critical topics consistently dominate discussions (Taratawatpipat and Mekhum, 2020). To begin, fossil fuels, including coal, oil, and natural gas, are finite resources. While substantial reserves of these fuels still exist, their finite nature, coupled with growing demand, inevitably implies that their availability will eventually diminish. Thus, the quest for alternative energy sources becomes paramount (Anochiwa et al., 2020). Furthermore, energy security emerges as a significant concern for countries reliant on energy imports. Countries dependent on energy resources concentrated in specific global regions face vulnerabilities in terms of the reliability of their

energy supplies. The energy crisis of 1970 served as a stark wake-up call, and recent upheavals of energy prices reiterate the risks associated with over-reliance on imported energy, highlighting its instability and potential political repercussions. Lastly, the utilization of nonrenewable energy sources, notably fossil fuels, remains a subject of debate, with some suggesting a link to climate change (Farabi et al., 2019).

A pivotal driver of climate change stems from the mounting concentration of greenhouse gases in the atmosphere, with an emphasis on carbon dioxide (CO<sub>2</sub>) emissions originating from the combustion of fossil fuels. The combustion of fossil fuels has posed a significant threat to environmental well-being, as underscored by Ibhagui (2020). Without robust efforts to mitigate global warming, the world faces the grim prospect of

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# Analysis of Carbon Emission Disclosures of Indonesian Companies and Their Market Performance with Board Characteristics as A Moderator

Muhammad Madyan, Fatimah Alamsyah, Wulan Rahmadani Setiawan, Erlin Trisyulianti

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**[Analysis of carbon emission disclosures of Indonesian companies and their market performance with board characteristics as a moderator](#)**

by Muhammad Madyan; Fatimah Alamsyah; Wulan Rahmadani Setiawan; Erlin Trisyulianti







*International Journal of Sustainable Economy (IJSE), Vol. 16, No. 2, 2024*

**Abstract:** This study investigates the effect of disclosure of carbon emissions on company performance, especially market performance and the characteristics of a board consisting of independent commissioners and female directors as moderators. This study uses 517 firm-year observations from companies listed on the Indonesia stock exchange (IDX) for the 2015-2019 period. Consistent with the development of the hypothesis, the results show that the disclosure of carbon emissions is positively related to market performance. The same result is also shown in the logit regression robust test. We document that independent commissioners and female directors can strengthen the relationship between carbon emission disclosures (CED) and market performance. In addition, the results of additional studies show that the disclosure of carbon emissions is positively related to return on assets (ROA) and return on investment (ROE). Our findings show that the disclosure of carbon emissions can be a good idea for companies to improve financial performance, both market performance and accounting performance.

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# **OPERATION & SUPPLY CHAIN MANAGEMENT**



# How to Mitigate the SMEs Supply Chain Risk During the Pandemic in Indonesia with Failure Mode and Effect Analysis?

Febriana Wurjaningrum, Nurulaily Kartika, Atik Purmiyati

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# **MARKETING MANAGEMENT**



# Holistic Analysis of Social Media User Behavior in Agricultural Context: Bibliometric Analysis and Systematic Review

Fajar Destari, Tanti Handriana, Moch Farid Afandi, Siti Komariyah

<https://doi.org/10.5267/j.ijdns.2024.3.001>





# Multiple Group Membership and Executive Function in A Socioeconomically Diverse Sample

Nobuhiko Goto, Sony Kusumasondjaja, Fandy Tjiptono, Shirley X.L. Lim, Dexter Shee, Aya Hatano, Nuri Herachwati, Alexandre Schaefer

<https://doi.org/10.1038/s41598-024-60534-4>

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### OPEN Multiple group membership and executive function in a socioeconomically diverse sample

Nobuhiko Goto<sup>1</sup>, Sony Kusumasondjaja<sup>2</sup>, Fandy Tjiptono<sup>3</sup>, Shirley X. L. Lim<sup>4,5</sup>, Dexter Shee<sup>6</sup>, Aya Hatano<sup>6</sup>, Nuri Herachwati<sup>7</sup> & Alexandre Schaefer<sup>7</sup>

Belonging to multiple groups is an important feature of our social lives. However, it is largely unknown if it is related to individual differences in cognitive performance. Given that changing self-identities linked to each group requires cognitive operations on knowledge bases associated with each group, the extent to which people belong to multiple groups may be related to individual differences in cognitive performance. Therefore, the main objective of this study was to test if multiple group membership is related to executive function task performance. A socioeconomically diverse sample of 395 individuals in Indonesia participated in this study. Our results show that multiple group membership was positively related to the 3-back working memory performance. However, we also found that this relationship was significant only among participants with high (not median or low) SES. We also observed that Contact diversity was negatively related to working memory performance among participants with low SES. Our results show that the complexity of our social lives is related to individual differences in executive function performance, although this seems to be constrained by SES.

Belonging to a variety of social groups is an important feature of our social lives. An emerging field of research has investigated the construct of multiple group membership (MGM), the extent to which individuals belong to multiple groups<sup>1,2</sup>. Past studies on MGM reported positive relationships between this construct and self-esteem<sup>3</sup>, resilience against physical pain<sup>4</sup> and against negative life events<sup>5</sup>, well-being<sup>6</sup>, and retirees' subjective health across cultures<sup>7</sup> (see reviews<sup>1,2</sup>).

Despite the importance of MGM in these psychological and health domains<sup>8</sup>, very little is known about how cognitive function is related to belonging to multiple groups itself. Many of its features, however, suggest that it may be linked to individual differences in a key cognitive process—executive function (EF). More specifically, according to social identity theory<sup>9</sup> and self-categorization theory<sup>10</sup>, parts of our self-concepts are constructed by social identities linked to every group to which we belong and to specific knowledge bases (e.g., semantic knowledge, autobiographical memories, goals and behavioural scripts). Therefore, belonging to multiple groups may involve frequently “updating” these knowledge bases as different social identities are made salient. Social identity salience refers to the extent to which people see themselves as a member of a given group in the context at hand<sup>12</sup>. When a certain social identity is made salient, people are cognitively and affectively tuned to that group's norms and come to think and behave like members of that group. For example, think of an Asian American girl who is raised in an Asian family and attends a school where most students are Westerners. At home, she behaves as an Asian child and therefore she guides her behaviour from several cultural norms that include refraining from challenging authority figures and suppressing the expression of individual opinions that may be contrary to the group's opinion<sup>13</sup>. At school, amongst Western children and teachers, she inhibits these social norms and


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# Assessing the Role of Marketing Communication in Shaping Tourist Intentions to Morotai Island

Nugrahini Susantinah Wisnujati, Suwandi S. Sangadji, dan Tanti Handriana

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## Assessing the Role of Marketing Communication in Shaping Tourist Intentions to Morotai Island

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**ABSTRACT**

The tourism industry is a key pillar in driving global economic growth, facilitating rich cultural exchanges, and driving community development. This study aims to measure the impact of marketing communication on visit intentions to Morotai Island, a tourist destination that captivates with its World War II historical heritage and cultural richness. This study used a quantitative method with a sample size of 210 respondents. Primary data was obtained from the research questionnaire and analyzed using LISREL-based Structural Equation Modeling (SEM). The findings show that there is a varying influence between marketing communication or promotion mix on the intention to visit tourist attractions. Advertising and sales promotion have no significant impact, while sponsorship and public relations significantly influence visit intention. The practical implications of this research underscore the wise allocation of marketing resources. Given the lack of effectiveness of advertising and sales promotion, the focus of investment needs to be emphasized on sponsorship and public relations strategies.

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### 1. INTRODUCTION

Tourism has been a significant driver of economic growth, cultural exchange, and community development for many regions around the world. In recent years, the travel and tourism industry has shown substantial growth and transformation, not only that, the tourism sector is the largest and strongest industry in financing the global economy [1-4]. The tourism industry is proving immune from the global crisis. In Indonesia, for example, when the global economy is slumped, Indonesia's tourism growth continued to grow, even exceeding the national economic growth rate. The growth of the tourism industry in Indonesia in 2019 reached 4.8 percent higher than the previous year [5].

It should be acknowledged that this is the result of factors such as globalization, technological advances, and changes in consumer preferences; besides that, the increase in tourism contribution to GDP as shown in Figure 1, is also driven by the increasing number of foreign tourists, domestic tourists, and investment [5]. Amidst this dynamic landscape, effective marketing communications play an important role in shaping travelers' intentions and influencing their choice of destination [6]. One of the potential tourist destinations in Indonesia today is the charming island of Morotai which is a unique tourist destination for travelers.

The appeal of Morotai Island as a tourist destination has grown steadily in recent times, attracting the attention of domestic and international tourists. Located in the eastern part of Indonesia, Morotai Island has pristine beaches, diverse marine life, historical values such as World War II relics, and a rich cultural heritage [7, 8]. However, although the island has inherent natural and cultural assets, its tourism potential is still relatively untapped. Harnessing the power of marketing communications can unlock the latent potential of Morotai Island, attract more tourists and thus drive economic growth for the local community. Effective marketing communications have the potential to shape perceptions, evoke emotions, and guide the decision-making process among potential travelers [9-12]. Messages conveyed through various marketing channels, such as advertising, social media, travel blogs, and word of mouth, can significantly influence travelers' perceptions of a destination [13, 14]. By strategically creating and spreading compelling narratives about Morotai Island,



Year	Percentage
2010	3.1%
2011	4%
2012	3.9%
2013	4%
2014	4.2%
2015	4.2%
2016	4.1%
2017	4.1%
2018	4.5%
2019	4.8%

**Figure 1. Tourism contribution to GDP, 2010-2019**  
Source: [5]



# How Does Greenwashing Affect Green Word of Mouth Through Green Skepticism? Empirical Research for Fast Fashion Business

Tanti Handriana & Rika Promalesy

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## How does greenwashing affect green word of mouth through green skepticism? Empirical research for fast fashion Business

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### ABSTRACT

This study aims to examine the direct and indirect effects of greenwashing on negative green word of mouth, with green skepticism as a mediator, in the fast fashion industry in Indonesia. This study is quantitative in nature, with data being collected using a survey. The non-probability, purposive sampling method was employed with criteria including respondents being of Generation Z, currently aged 17 to 28 years, and aware of fast fashion companies. A total sample size of 397 was utilized, and analysis was conducted using partial least squares structural equation modeling. The results suggested that greenwashing significantly positively affects green skepticism and negative green word of mouth. Green skepticism has a significant positive effect on negative green word of mouth. Furthermore, green skepticism mediates the effect of greenwashing on green word of mouth. To the authors' knowledge, this study extends the literature that discusses the effect of greenwashing on negative green word of mouth through green skepticism. This research provides a new perspective, especially on the stimulus-organism-response theory seen from negative antecedents, which is rarely discussed in developing countries. This research will provide useful information for companies to avoid greenwashing practices in promoting sustainability. For the government, issuing consumer protection laws regarding greenwashing rules is suggested. This study has several limitations, including that it was only conducted in Indonesia. Therefore, future research can be developed involving other countries for comparison.

### ARTICLE HISTORY

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### KEYWORDS

Greenwashing; green skepticism; green word of mouth; stimulus organism response

### SUBJECTS

Marketing; Marketing Research; Environmental Management; Consumer Behaviour; Environment & Economics

## 1. Introduction

The fashion industry has become one of the sectors that increasingly recognizes the importance of sustainability and environmental responsibility. Consumer demand for environmentally friendly products is increasing, prompting fashion brands to adopt sustainable practices in their supply chains (Lemke & Luzio, 2014). However, along with increasing consumer demand for sustainability, some companies engage in greenwashing practices. Greenwashing is a practice where companies employ marketing or branding initiatives to portray a facade suggesting that their products or operations are eco-friendly even though they may not be truly environmentally sustainable (Chen et al., 2014; Netto et al., 2020; Nguyen et al., 2019; TerraChoice, 2010; Zhang et al., 2018). Several studies show that greenwashing practices still occur in various industries, such as cosmetics, food and beverages (Guerreiro & Pacheco, 2021; Nguyen et al., 2019), energy (Farooq & Wicaksono, 2021), electronics (Chen et al., 2014), retail (Junior et al., 2019; Rejikumat, 2016), and fashion (Munir & Mohan, 2022). However, research on the fast fashion industry is currently still an interesting topic because of the clothing waste it causes (Mysiri & Axarli, 2021).

Certain fast fashion brands face allegations of greenwashing as they assert the utilization of organic cotton and recyclable materials in select garments, despite their overarching business strategy relying on rapid consumption and disposal (The Changing Markets Foundation, 2022). Greenwashing practices by one or a few companies in an industry can be detrimental to the credibility of the industry as a whole

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# The Motivating Factors for Switching Intention to Use Halal Cosmetics in Indonesia

Wisudanto, Tika Widiastuti, Dien Mardhiyah, Imron Mawardi, Anidah Robani, Muhammad Ubaidillah Al Mustofa

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## The motivating factors for switching intention to use halal cosmetics in Indonesia

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Halal  
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Indonesia

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### Abstract

**Purpose** – The halal cosmetics industry continues to grow significantly. Furthermore, using halal cosmetics is a must for Muslims. This study aims to analyze the factors influencing the switching intention to halal cosmetics in Indonesia.

**Design/methodology/approach** – This quantitative study uses a Partial Least Squares-Structural Equation Modelling (PLS-SEM) on 214 respondents. The variables include halal certification, halal awareness, product image, perceived behavioral control, subjective norm, attitude, advertisement and switching intention.

**Findings** – The product image plays the most influential role in deriving the attitude toward switching intention to halal cosmetics, following perceived behavioral control, halal awareness and subjective norm, but not halal certification and advertisement. The result indicates that the image of halal cosmetics influences customers' attitudes toward switching to using halal cosmetics. Indonesian customers know the obligation to

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# Analyzing CSR and Customer Engagement Through Green Banking Digitalization: With The Mediating Effect of Perceived Environmental Value and Moderation Effect of Customer's Eco-Consciousness

Ahmed Muneeb Mehta & Tanti Handriana

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Analyzing CSR and customer engagement through green banking digitalization: with the mediating effect of perceived environmental value and moderation effect of customer's eco-consciousness

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## ABSTRACT

In today's increasingly homogenized banking sector, maintaining consumer loyalty, particularly in terms of environmentally conscious practices, presents a significant challenge for institutions globally. While research recognizes corporate social responsibility (CSR) as a potential strategy for enhancing consumer loyalty, its specific impact on green consumer loyalty remains underexplored. This study investigates the relationship between CSR, customer engagement, and green consumer loyalty, with a focus on the banking industry in Pakistan. Additionally, it explores the mediating role of perceived environmental value and the moderating effect of customer eco-consciousness within the context of green banking digitalization. Structural equation modeling is employed for data analysis. Findings reveal that CSR positively influences consumer loyalty, with customer engagement partially mediating this relationship. Moreover, perceived environmental value mediates the association between CSR and green consumer loyalty, while customer eco-consciousness moderates this relationship. This research provides valuable insights for banking institutions seeking to strategically integrate CSR initiatives, customer engagement, and green banking digitalization to enhance consumer loyalty and environmental sustainability.

## ARTICLE HISTORY

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## KEYWORDS

Corporate social responsibility; customer engagement; green bank digitalization; perceived environmental value; customer's eco-consciousness

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## SUBJECTS



Corporate Social Responsibility; Customer Relationship Management (CRM); Internet/Digital Marketing/e-Marketing

## 1. Introduction

In an era characterized by heightened environmental awareness, businesses face an increasing demand to integrate sustainability into their core operations. This imperative is particularly pronounced in the banking sector, where institutions are not only expected to provide financial services but also demonstrate a commitment to corporate social responsibility (CSR) and environmental stewardship. The convergence of these dynamics has given rise to a multifaceted research domain, exploring the intricate interplay between CSR, customer engagement, green banking digitalization, perceived environmental value (PEV), and customer eco-consciousness.

The concept of corporate social responsibility (CSR) encompasses various dimensions, including environmental sustainability, employee relations, and targeted marketing, reflecting an organization's long-term impact on society (Latif et al., 2020). However, sustainability itself is subject to diverse interpretations, lacking a universally rigorous definition. Despite this, sustainability's significance lies in its adaptability to different contexts and interpretations.

Consumers increasingly evaluate companies based on their CSR initiatives when making purchasing decisions (Chu et al., 2020). Many companies voluntarily embrace CSR, recognizing its potential to foster

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# Understanding Farmers' Intentions in Pesticide Application: Insights from the Theory of Planned Behavior

Nugrahini Susantinah Wisnujati, Suwandi S. Sangadji, Gancar Candra Premananto

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## Understanding Farmers' Intentions in Pesticide Application: Insights from the Theory of Planned Behavior

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### ABSTRACT

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#### Keywords:

knowledge, attitude, subjective norm, perceived behavioral control, intention to use pesticides

The use of pesticides in the agricultural sector has become a major concern today, especially with the increasing worries about environmental, health, and sustainability impacts. A similar situation is also a focus in Indonesia, known as an agrarian country. Therefore, the objective of this research is to comprehend farmers' intentions in using pesticides through the planned behavior theory perspective. The method employed in this study is quantitative, utilizing a questionnaire as the research instrument. The questionnaire was developed from 25 research indicators using a seven-point Likert scale. This research adopts the "rule of thumb" formula to determine the sample size, recommending that the sample size should be more significant than 10 times the number of manifest variables. Consequently, the resulting sample size is 250 respondents. The data analysis technique in this research employs Structural Equation Modeling (SEM) with the SmartPLS software. The findings of this study highlight a strong relationship between knowledge, attitude, and perceived behavioral control with the intention of pesticide use. In this context, knowledge plays a central role in shaping a positive attitude, while perceived behavioral control is also significant. Although subjective norms do not significantly influence individual intentions to use pesticides, subjective norms remain an essential element in understanding individual behavior because they essentially reflect social pressure and norms accepted by individuals from their environment.

### 1. INTRODUCTION

Pesticides play a crucial role in modern agricultural practices because they support the achievement of maximum crop productivity and yields. Despite the benefits they provide, their use often sparks controversy due to their potential negative impacts on the environment and human health [1-3]. Easily applicable and yielding rapid results, chemical agents have become the primary choice for farmers to protect their crops. Statistical data notes a significant increase in national pesticide usage, with over 3,200 brands registered and permitted in Indonesia [4]. Therefore, this research is crucial by provide a profound understanding of farmers' intentions in pestidcing usage to develop sustainable agricultural management strategies. Such comprehension can aid in designing more holistic and effective approaches to mitigate the negative impacts of pesticides while ensuring the sustainability of agricultural productivity.

While global pesticide usage trends remained relatively stable in 2020 [5], there exists an empirical gap that needs addressing, particularly in the Asian region, including Indonesia, which is one of the largest contributors to pesticide use [6, 7]. The growing number of registered pesticide types raises serious concerns, highlighting the need for in-depth

studies on the psychological factors influencing farmers' intentions in pesticide use. This information gap creates an urgent empirical void this research aims to explore. By delving into farmers' motivations and psychological factors behind pesticide use, this study is expected to provide a more comprehensive and relevant insight. Moreover, the emphasis on the Asian region, especially Indonesia, enriches global understanding of the impacts of pesticide use, allowing for the development of more targeted strategies to enhance sustainable farming practices in this area.

It is important to acknowledge that this research faces a theoretical gap that requires serious attention. Despite the significant proven negative impacts of pesticide use, adequate explanations regarding farmers' behavior in using pesticides are still unavailable. This gap creates room for a more specific approach, and in this context, the application of the Theory of Planned Behavior is considered a crucial step. This theory provides a robust framework for understanding the factors influencing farmers' intentions and behaviors related to pesticide use. Basing the research on this theory, we can gain deeper insights into the psychological, normative, and behavioral control factors shaping farmers' decisions in using pesticides. Therefore, using the Theory of Planned Behavior as a research foundation is expected to fill the existing



# Moderating effect of brand awareness levels on the relationship between eWOM, perceived quality, brand trust, and purchase intention

Tanti Handriana, Dimas Agus Hairani, dan Dudi Amarullah

<https://doi.org/10.1504/IJEMR.2024.139377>

The screenshot shows the article page on the Inderscience Online website. The page includes a navigation bar with 'Home' and 'Browse Journals', a search bar, and options for 'Register', 'Sign In', and 'Institutional Access'. The article title is prominently displayed, along with the authors' names: Dimas Agus Hairani, Tanti Handriana, and Dudi Amarullah. The publication date is July 2, 2024, and the page numbers are 393-414. The article is currently unavailable, indicated by a 'NO ACCESS' message. The abstract discusses the moderating effect of brand awareness levels on the relationship between eWOM, perceived quality, brand trust, and purchase intention. The keywords listed are eWOM, perceived quality, brand trust, purchase intention, and brand awareness. The page also features a sidebar with 'Details' information, including the journal title 'Electronic Marketing and Retailing', volume and issue information (Volume 15, Issue 4, 2024), ISSN numbers (1741-1025, 1741-1033), and the authors' names.

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## Moderating effect of brand awareness levels on the relationship between eWOM, perceived quality, brand trust, and purchase intention

Dimas Agus Hairani, Tanti Handriana and Dudi Amarullah

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**Abstract**

The development of e-commerce drives high competition between brands. Although eWOM plays an essential role in e-commerce, there has not been discussed previously about the role of brand awareness levels as a moderating factor. This research examines the influence of brand awareness levels in the relationship between eWOM, perceived quality, brand trust, and purchase intention. The hypotheses of this research were tested using partial least square-structural equation modelling (PLS-SEM) and multi-group analysis (MGA) with a total sample of 220. The result showed that the two groups of brand awareness levels (high vs. low) had notable differences regarding the relationship between perceived quality, brand trust, and purchase intention. However, there were no differences in the relationship between eWOM, perceived quality, and brand trust in both groups. In addition, the research also found that eWOM was unable to influence purchase intention directly. Several implications are also presented at the end of the paper.

**Keywords**

eWOM, perceived quality, brand trust, purchase intention, brand awareness

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# Applying Structural Equation Modeling To Explore The Intention To Use Midi Kriing APP

Suwandi S. Sangadji, Tanti Handriana, Nugrahini Susantinah Wisnujati, Sarbaini A. Karim

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## Applying Structural Equation Modeling to Explore the Intention to Use Midi Kriing App

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### Abstract

In the rapidly evolving digital landscape, the surge in e-commerce transactions underscores the need for innovative strategies to enhance user satisfaction, trust, and sustainable app usage. This research focuses on the Midi Kriing App, operated by PT Midi Utama Indonesia Tbk, a key player in the e-commerce industry. The study aims to bridge knowledge gaps by investigating factors influencing user intention, specifically e-service quality and e-trust, and their impact on user satisfaction. Employing a quantitative approach with an associative design, data was gathered from 190 Midi Kriing App users in Surabaya, Indonesia. Structural Equation Modeling (SEM), particularly Partial Least Squares (PLS) in SmartPLS, was utilized to explore relationships between variables. Research findings indicate that e-service quality and e-trust significantly impact user satisfaction, with a p-value of 0.00. Similarly, user satisfaction significantly influences the intention to use the Midi Kriing App, with a p-value of 0.00. Among these hypotheses, the statistical t-value of user satisfaction with the intention to use the Midi Kriing App, at 9.871, is higher than the relationship between e-service quality and e-trust with user satisfaction. Nevertheless, these hypothesis tests confirm statistically significant relationships, supporting the reliability and significance of each construct's measurement instruments. In conclusion, this research emphasizes the pivotal role of satisfaction in its relation to e-service quality, e-trust, and the intention to use the Midi Kriing App. Managerial implications stress the importance of enhancing these factors to drive app usage. Improving e-service quality can be achieved through active efforts such as enhancing responsiveness, reliability, and user-friendliness. Similarly, building e-trust involves securing user data and providing a positive user experience.

**Keywords:** User Satisfaction; E-Service Quality; E-Trust; Intention to Use Midi Kriing App.

### 1. Introduction

In the current digital era, the transformation of information technology has shifted consumer behavior paradigms, particularly in their inclination towards conducting transactions through e-commerce platforms [1],[2],[3]. A significant manifestation of this change is the Midi Kriing App, an e-commerce application garnering attention and operated by PT Midi Utama Indonesia Tbk. Its presence is not merely an additional element but an integral part of the new landscape in electronic commerce, offering a diverse range of products and services to consumers. Despite the substantial opportunities created by the increasing adoption of e-commerce applications, challenges need to be addressed. The key to success lies in the importance of maintaining user satisfaction, building trust, and stimulating users' intentions to continue using the application [4], [5]. Therefore, companies, especially PT Midi Utama Indonesia Tbk, are expected to implement innovative and effective strategies to overcome these challenges. By focusing on these aspects, the company can leverage the positive momentum of digital transformation and strengthen its position in the continually evolving e-commerce industry.

The Midi Kriing App possesses significant advantages as an e-commerce platform that can be a key factor in understanding consumer usage trends. This uniqueness is realized through innovative features, transaction convenience, and the variety of products offered. Innovative features, such as intuitive navigation systems and sophisticated personalization capabilities, enhance the shopping experience and captivate users. Transactional ease, including secure and efficient payment processes, adds to the attractiveness of this application as consumers' preferred

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# HUMAN RESOURCE MANAGEMENT



# Cynicism, Justice and Behavioral Support for Change: A Moderated Mediation Analysis

Sabar Sabar, Badri Munir Sukoco, David Ahlstrom

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## Cynicism, justice and behavioral support for change: a moderated mediation analysis

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### Abstract

**Purpose** – The purpose of this study is to describe and explain the relationship between organizational justice, as an environment and as a buffer and suppressant for influencing cynicism about organizational change (CAOC), thereby influencing change-supportive behavior (CSB) and its impact on higher education performance (OP). The social cognitive theory was applied to test the moderating role of perceived organizational justice in the relationship between CAOC, CSB, and OP.

**Design/methodology/approach** – The research found support for the proposed model using data collected from 91 faculties at 10 autonomous higher education institutions in Indonesia and a multisource research design with a non-academic staff sample.

**Findings** – This finding confirms that distributive and interactional justice only influences organizational performance when perceived as moderate or high. The moderated mediation analysis findings were supported by the moderating variable of procedural justice but were supported by the moderating variables of distributive and interactional justice.

**Originality/value** – As a determinant of CAOC on non-academic staff in Indonesia, a country with a high-power distance, cynicism towards change is difficult to detect due to the prevalence of silent cynicism.

**Keywords** Change-supportive behavior, Cynicism about organizational change, Organizational justice, Moderation-mediation, Higher education

**Paper type** Research paper

### Introduction

Regular change is required of organizations on a global scale (Bernerth *et al.*, 2007), and the success of the implementation of change requires leaders with a clear understanding of the steps needed to achieve it (Dennis and Mike, 2009). Changing organizations cause discomfort among its members (Nadia *et al.*, 2020), which leads to cynicism among employees, which can foster resistance to change (Grama and Todericiu, 2016) and failure in the change initiative (Stanley *et al.*, 2005). Cynicism is viewed as an expression of change that may be suppressed if organizational members perceive sufficient effort (Bergström *et al.*, 2014).

To obtain employee support for planned organizational change, middle managers must manage their cynicism toward the prospective organizational change (Huy *et al.*, 2014). Due to the intensity of their relationships with organizational members, middle managers may play



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# Social Capital in The Performance on Born Global: Systematic Literature Review

Yakuttinah Marjan, Badri Munir Sukoco, dan Indrianawati Usman

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Literature Review

## Social Capital in the Performance on Born Global: Systematic Literature Review

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Yakuttinah Marjan<sup>1</sup>, Badri Munir Sukoco<sup>1,2</sup>, Sabar Sabar<sup>1</sup>, and Indrianawati Usman<sup>1</sup>

### Abstract

The aim of this paper is to systematic literature review (SLR) of the research of Born Global (BG) and Social Capital (SC). This study aims to fill gaps in the literature by discussing scientific contributions and highlighting the main issues with previous research findings regarding the role of SC as antecedents and consequences in BG. This research is SLR from the 94 reputable journals that have discussed BG and SC in Scopus journals published from 2003 to 2020 based on a topic limitation search. This study found a growing body of research on BG and SC, with heterogeneity in methodology, antecedent, and unit analysis. Most BG research has discussed the role of network, capital, and SC as antecedents to the BG performance. This paper found that there were individual firm-level SC resources that could be used as potential tools to encourage BG performance. The literature on BG associated with SC is limited, and there is still no generally accepted model linking the two. On the other hand, for academics and practitioners, this study also offers an opportunity for further empirical studies of BG and SC with multilevel.

### Keywords

born global, social capital, network, emerging market

### Introduction

Research into the early internationalization phenomenon has become more frequent (Coviello, 2015; Cavusgil & Knight, 2015), with the topic having been analyzed in many countries across the world, including Canada, Denmark, France, Norway, Spain, and the United States (Madsen & Servais, 1997; McDougall et al., 1994; Moen, 2002; Rialp & Knight, 2010). Internationalization is a dynamic process that involves the engagement of BG firms in a diverse range of cross-border network relations and exchanges (Zhou et al., 2007). This process includes the exchange and integration of economies, markets, nations, and cultures (Goncalves & Smith, 2019). One of the significant factors in increasing the role of internationalization in economic growth is through the export of BG. This export of BG can occur if firms have a strong networking capability, including SC and social networks (Cancino, 2014; Ewald, 2011). Furthermore, SC is key in BG performance regarding distant markets and is likely to process dynamic characteristics (Lewis et al., 2013). Evidence suggests the important role of social networks

for new internationalizes (Coviello, 2005; Prashantham & Dhanaraj, 2010; Sharma & Blomstermo, 2003).

Early internationalization, through BG firms, plays an important role in driving economic growth (Gerschewski et al., 2018; Trudgen & Freeman, 2014). Thus, the strategies employed in the early internationalization of BG firms continue to attract interest (Gerschewski et al., 2018; Knight & Leisch, 2015; Oviatt & McDougall, 1994). Vissak and Zhang (2016) state that, despite BG firms lacking resources (Hashai, 2011), if they benefit from networks

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# 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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### 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





# Investigating Internal Motivation in Sustainable Fashion Consumption: Attitude Towards Recycled and Upcycled Products

Phima Ruthia Dwikesumasari, Massoud Moslehpour, Jovi Sulistiawan, Hanif Rizaldy

<https://doi.org/10.1080/17543266.2024.2329191>

## scientific reports

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### OPEN Multiple group membership and executive function in a socioeconomically diverse sample

Nobuhiko Goto<sup>1,2</sup>, Sony Kusumasondjaja<sup>3</sup>, Fandy Tjiptono<sup>3</sup>, Shirley X. L. Lim<sup>4,5</sup>, Dexter Shee<sup>6</sup>, Aya Hatano<sup>6</sup>, Nuri Herachwati<sup>7</sup> & Alexandre Schaefer<sup>7</sup>

Belonging to multiple groups is an important feature of our social lives. However, it is largely unknown if it is related to individual differences in cognitive performance. Given that changing self-identities linked to each group requires cognitive operations on knowledge bases associated with each group, the extent to which people belong to multiple groups may be related to individual differences in cognitive performance. Therefore, the main objective of this study was to test if multiple group membership is related to executive function task performance. A socioeconomically diverse sample of 395 individuals in Indonesia participated in this study. Our results show that multiple group membership was positively related to the 3-back working memory performance. However, we also found that this relationship was significant only among participants with high (not median or low) SES. We also observed that Contact diversity was negatively related to working memory performance among participants with low SES. Our results show that the complexity of our social lives is related to individual differences in executive function performance, although this seems to be constrained by SES.

Belonging to a variety of social groups is an important feature of our social lives. An emerging field of research has investigated the construct of multiple group membership (MGM), the extent to which individuals belong to multiple groups<sup>1,2</sup>. Past studies on MGM reported positive relationships between this construct and self-esteem<sup>3</sup>, resilience against physical pain<sup>4</sup> and against negative life events<sup>5</sup>, well-being<sup>6</sup>, and retirees' subjective health across cultures<sup>7</sup> (see reviews<sup>1-9</sup>).

Despite the importance of MGM in these psychological and health domains<sup>9</sup>, very little is known about how cognitive function is related to belonging to multiple groups itself. Many of its features, however, suggest that it may be linked to individual differences in a key cognitive process—executive function (EF). More specifically, according to social identity theory<sup>10</sup> and self-categorization theory<sup>11</sup>, parts of our self-concepts are constructed by social identities linked to every group to which we belong and to specific knowledge bases (e.g., semantic knowledge, autobiographical memories, goals and behavioural scripts). Therefore, belonging to multiple groups may involve frequently “updating” these knowledge bases as different social identities are made salient. Social identity salience refers to the extent to which people see themselves as a member of a given group in the context at hand<sup>12</sup>. When a certain social identity is made salient, people are cognitively and affectively tuned to that group's norms and come to think and behave like members of that group. For example, think of an Asian American girl who is raised in an Asian family and attends a school where most students are Westerners. At home, she behaves as an Asian child and therefore she guides her behaviour from several cultural norms that include refraining from challenging authority figures and suppressing the expression of individual opinions that may be contrary to the group's opinion<sup>13</sup>. At school, amongst Western children and teachers, she inhibits these social norms and

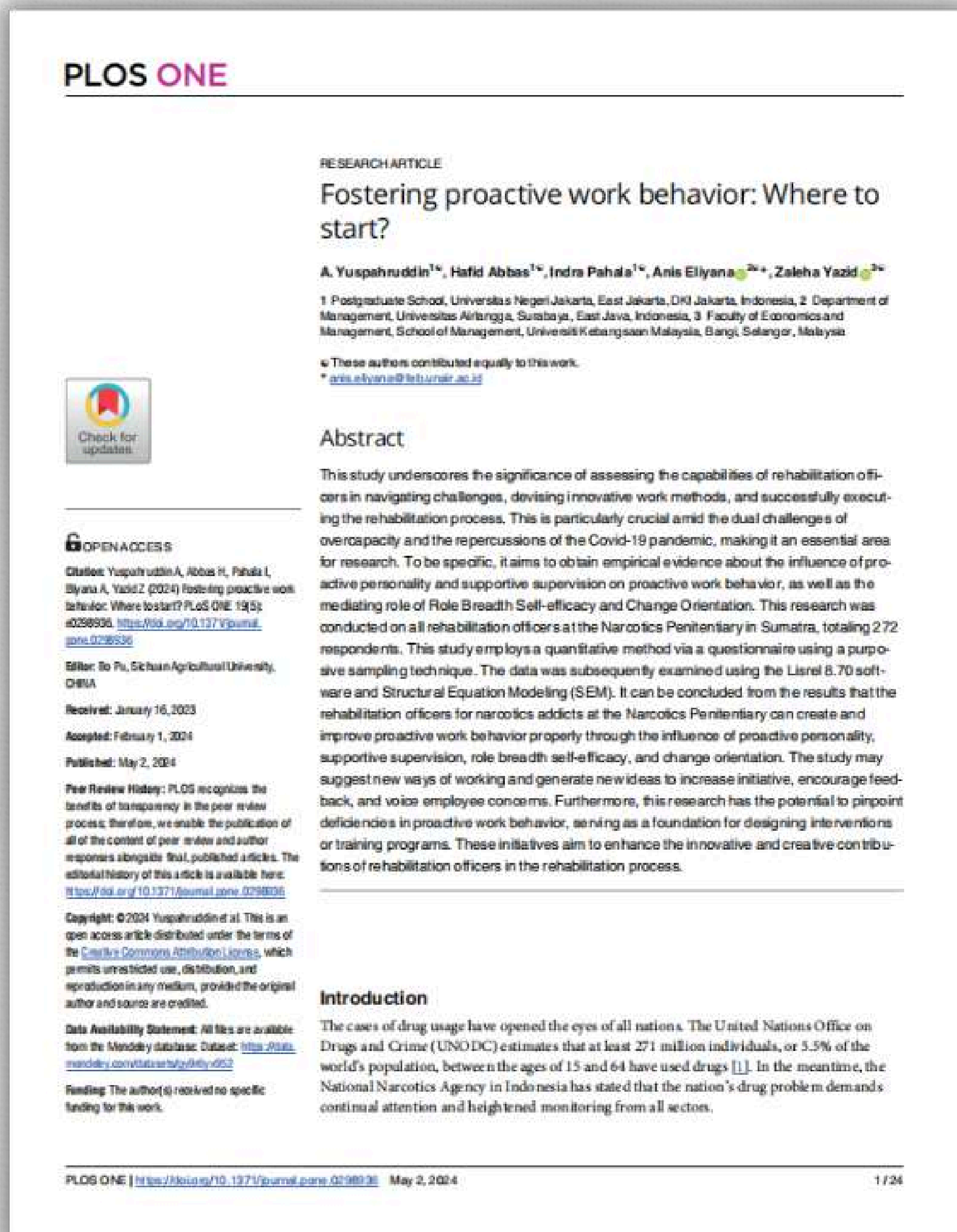
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# Fostering Proactive Work Behavior: Where to Start?

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<https://doi.org/10.1371/journal.pone.0298936>





# Fostering Voice Behavior in Correctional Institutions: Investigating The Role of organizational Support and Proactive Personality

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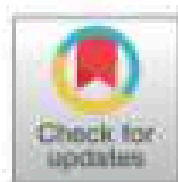
### RESEARCH ARTICLE

## Fostering voice behavior in correctional institutions: Investigating the role of organizational support and proactive personality

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### Abstract

This research delves into the intricate interplay between perceived organizational support, proactive personality, and voice behavior. Furthermore, it establishes the pivotal role of work engagement as a mediating factor within the articulated research model. The study engaged 287 healthcare professionals within correctional institutions and detention centers in Indonesia, employing a dual-phase questionnaire distribution to capture the dynamic aspects of the participants' experiences. Utilizing the statistical technique of Partial Least Square—Structural Equation Modeling with the SmartPLS 4 program as an analysis tool, the collected data underwent comprehensive analysis. The outcomes reveal that proactive personality significantly influences voice behavior both directly and indirectly through its impact on work engagement. Conversely, perceived organizational support directly influences work engagement but does not exhibit a direct impact on voice behavior. These findings underscore the significance of proactive personality in fostering a conducive environment for constructive organizational change from a grassroots perspective. The study suggests that organizations prioritize the cultivation of proactive personality traits to stimulate voice behavior, thereby facilitating ongoing improvements and sustainable organizational progress.

### 1. Introduction

Organizations inevitably confront both intentional and unforeseen changes [1]. Acknowledging that employees are not mere passive recipients of change [2], it becomes apparent that their active participation is crucial to mitigate the negative impacts of organizational changes and dynamics. In this context, employees assume the responsibility of offering specific



# Empowering Leadership and Team Change Capability: The Mediating Effect of Team PsyCap

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## Empowering leadership and team change capability: the mediating effect of team PsyCap

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### Abstract

**Purpose** – Based on Resource Conservation (COR) theory, this study explores the antecedent of team change capability, which consists of the dimensions of learning, process and context and examines how, under the empowering leadership (EL) of middle managers, team change capability (TCC) may be built through team psychological capital (TPSyCap).

**Design/methodology/approach** – The study was conducted with 853 respondents and 55 teams from 11 leading autonomous higher education institutions (AHEIs) in Indonesia.

**Findings** – The results show that EL is positively related to TPSyCap, which mediates the relationship between EL and TCC, particularly for TCC learning capability. However, TPSyCap does not mediate the effect of EL on TCC process capability and TCC-context capability.

**Originality/value** – This study enriches existing leadership literature, which is considered relevant in building organizational change capabilities, particularly on a team level. Furthermore, the findings





# Leader's Paradox Mindset, Organisational Change Capability, and Performance: A Multi-Level Analysis

Elisabeth Supriharyanti, Badri Munir Sukoco, Sunu Widiyanto, Richard Soparnot

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## Leader's paradox mindset, organisational change capability, and performance: a multi-level analysis

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### Abstract

**Purpose** – This study aims to propose a multi-level (bottom-up) analysis to build an organizational change capability (OCC) development model by integrating paradox and social cognitive theories. Using these theories, OCC (Level 2) is influenced by the leader's paradox mindset (Level 1) and collective PsyCap (Level 2). The study also examined the moderating effect of magnitude to change on the effect of leader's paradox mindset on OCC.

**Design/methodology/approach** – The proposed hypotheses were tested empirically using data from 327 respondents and 48 work teams from 21 leading private higher education institutions in Indonesia. To analyse the data, a multi-level analysis was conducted with Mplus software.

**Findings** – The results showed that, in a cross-level relationship, leader's paradox mindset had a positive effect on OCC, whereas OCC mediated the effect of leader's paradox mindset on organizational change performance. On an organizational level, collective PsyCap affected OCC, and OCC significantly mediated the relationship between collective PsyCap and organizational change performance. Moreover, the authors found a moderating effect of magnitude on change of leader's paradox mindset to OCC.

**Originality/value** – The study used a multi-level analysis to evaluate the mechanisms of influence of leader's paradox mindset (bottom-up) on OCC and the moderation effect of magnitude to change in an Indonesian context.

**Keywords** Leader's paradox mindset, Collective psychological capital, Organizational change capability, Magnitude to change, Higher education, Indonesia

**Paper type** Research paper

### Introduction

Organizations are currently facing rapid changes across political, economic, social and technological fields. The emergence of COVID-19, which was declared a global pandemic by the World Health Organization in January 2020, has caused greater volatility, uncertainty, complexity and ambiguity across organizations (Murugan *et al.*, 2020). Organizations must develop change capabilities to survive and succeed in implementing change (Meyer and Stensaker, 2006). Organizations that increase their change capability may achieve successful change more quickly and efficiently (Pagliarella, 2000).

Organizational change capability (OCC) is a combination of managerial and organizational capabilities that allows an organization to adapt competencies more quickly and effectively to survive and prosper (Judge and Douglas, 2009). OCC is generic for all other dynamic capabilities embedded in an organization (Oxoby *et al.*, 2002), representing broad and dynamic organizational capabilities that allow firms to adapt legacy capabilities to threats, new opportunities and the creation of new capabilities (Judge and Elenkov, 2005). OCC has been widely explained on an organizational level, whereas the micro-foundation approach



# Human Capital Creation: A Collective Psychological, Social, Organizational and Religious Perspective

Ansar Abbas, Dian Ekowati, Fendy Suhariadi, Aisha Anwar

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ORIGINAL PAPER



## Human Capital Creation: A Collective Psychological, Social, Organizational and Religious Perspective

Ansar Abbas<sup>1</sup> · Dian Ekowati<sup>1</sup> · Fendy Suhariadi<sup>2</sup> · Aisha Anwar<sup>3</sup>

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### Abstract

Psychological, social, cultural, emotional, and organizational perspectives consistently highlight human capital's importance in the literature. We argue that the collective view of different capitals with self-notion is essential for establishing impression, image, and self-esteem. According to the review findings, religious capital could predict context-specific psychological, cultural, social, emotional, and organizational capital. This acknowledgment can assist academics in better understanding how religion, social psychology, and other capitals co-create value in human capital development. This study includes several possible future paths and notes remarkable qualities that can enhance human capital value development research.

**Keywords** Value creation in Existing Human Capital · Human resource management & development · Leadership · Organizations · Individuals · Human education · Social psychology · Religious capital · Psychological health · Religious perspective

### Introduction and Background

The human capital notion is driven by the early work of Becker (1964), which became the basic concept of one of the most researched human and social behaviors. It links humans, income, and labor performance and has remained a focus for decades for scholarly exploration. The essential focus in human capital development remained to establish intellectual and personal foundations essential for

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# Pro-growth Working Environment Concept to Enhance Followers' Creativity in Start-ups Business

Roy Setiawan, Anis Eliyana, Tatik Suryani, Marziah Zahar

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Original Research

## Pro-growth Working Environment Concept to Enhance Followers' Creativity in Start-ups Business

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### Abstract

This study aims to analyze the role of transformational leadership on followers' creative performance through pro-growth working environment, entrepreneurial values-based developmental interaction capability, and psychological empowerment in start-up businesses in Indonesia and to test a new pro-growth working environment concept in that model. This study uses a Structural Equation Model (SEM) using data analysis tools, namely WarpPLS. The research design used a survey method, and data collection was carried out using questionnaires sent directly to the research respondents. In this study, the population is start-up business employees in Indonesia. The sampling technique is purposive, and this study's sample is 270 respondents. The results indicate that all the variables significantly influence each other. The existence of transformational leadership, a pro-growth working environment, entrepreneurial values-based development interaction capability, and the right psychological empowerment can affect creative performance to get even better results.

### Plain Language Summary

This study investigates how transformational leadership affects followers' creative performance through a pro-growth working environment, entrepreneurial values-based developmental interaction capability, and psychological empowerment in Indonesian start-up businesses and tests a new model. WarpPLS is used to generate a Structural Equation Model in this work. The study employed a survey method. This study examines Indonesian start-up employees. This study used purposive sampling, and 270 participants involved. The results demonstrate that all factors interact strongly.

### Keywords

transformational leadership, pro-growth working environment, entrepreneurial values-based development interaction capability, psychological empowerment, followers creative performance, corporate sustainability, process innovation, effective institutions

### Introduction

Regarding how big and great the advancement of technology and information development is, it will be easier for organizations to achieve their goals with human resources. Employee performance will increase if human resources are abundant and meet needs (Nugroho et al., 2020). Regarding organizational human resource management, followers are among the most important components to gaining a competitive advantage. So, leaders must figure out how to handle it well so that it becomes a key factor in the organization's success.

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# Future Organizational Resilience Capability Structure: A Systematic Review, Trend and Future Research Directions

Dominicus Wahyu Pradana, Dian Ekowati

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## Future organizational resilience capability structure: a systematic review, trend and future research directions

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### Abstract

**Purpose** – The purpose of this paper is to systematically review the resilience literature to integrate the fragmented views and provide a more comprehensive understanding. This study aims to fill the gaps in the literature by discussing scientific contributions and highlighting the main issues in previous research findings regarding the definitions, dimensions and concepts that make up organizational resilience. This research highlights organizational resilience from a capabilities perspective.

**Design/methodology/approach** – This paper uses the systematic literature review method by searching all previous studies studying organizational resilience from 2014 to 2023. In total, there are 28 articles reviewed from the Scopus database.

**Findings** – This study found that resilience is a complex concept and has many definitions and dimensions. This study also conceptualizes organizational capability with a pyramid, which illustrates the basic framework of the six stages of the resilience process and hierarchically forms organizational resilience.

**Research limitations/implications** – First, the keyword search strings on the repository database are currently limited to a few keywords. Need to broaden the range of keywords so as to produce a more comprehensive review. Second, the exclusion of books, book chapters and conference papers limits research findings and results. These sources are likely to enrich resilience development from various perspectives. Even though Scopus is the largest repository database, the research findings are not yet fully generalizable. Future researchers can add data from WoS, Ebsco or other databases. Literature obtained from various databases that can provide broader results.

**Practical implications** – The practical implications of this study are to provide a basis for managers in making decisions for organizational sustainability. Managers can consider each stage in the resilience capability pyramid as a reference for making strategic plans and relational orientation toward organizational members.

**Originality/value** – This research provides a hierarchical perspective on organizational resilience capabilities. For academics and practitioners, this study provides a critical and comprehensive systematization of the limited academic literature on resilience. This study also offers opportunities for further research to overcome the limitations of empirical testing of resilience capability construction using various theories and methodologies.

**Keywords** Organization resilience capability, Systematic review, Anticipation capability, Coping capability, Adaptation capability, Absorptive capability, Confronting capability, Sustainability

**Paper type** Literature review



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# Effects Of Nature Of Industry, Negative Encouragement And Flawed Regulatory System On Organisational Performance: Role Of Corruption In Indonesia's Construction Sector

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**ORESTA**

## EFFECTS OF NATURE OF INDUSTRY, NEGATIVE ENCOURAGEMENT AND FLAWED REGULATORY SYSTEM ON ORGANISATIONAL PERFORMANCE: ROLE OF CORRUPTION IN INDONESIA'S CONSTRUCTION SECTOR

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*Research Paper*

**Abstract:** *The research aims to examine the influence of the nature of the industry, negative encouragement, and a flawed regulatory system on organizational performance through the practice of corruption in the construction industry of Indonesia. To achieve this purpose, cross-sectional self-administered questionnaires were distributed among 350 managers using a convenient sampling technique. The quantitative research approach and Partial Least Squares-Structural Equation Modelling (PLS-SEM) technique were applied for the analysis of the collected data. The results of the regression analysis show that the nature of the industry has a positive and significant impact on organizational performance and the practice of corruption. Similarly, a flawed regulatory framework also has a positive and significant impact on organizational performance and practices of corruption. Negative encouragement also has a positive and significant impact on organizational performance and the practice of corruption. The study reveals that the practice of corruption also has a positive and significant impact on organizational performance. These significant findings contribute to the existing body of literature, providing new insights for future researchers. The research could also assist policymakers and regulators in understanding the importance of these factors to improve organizational performance by addressing corruption practices in the construction industry in Indonesia.*

**Keywords:** *Nature of the Industry, Negative Encouragement and Flawed Regulatory System, Corrupt Practices, Organizational Performance.*



# Leader-Member Exchange and Glass Ceiling: The Effects on Career Satisfaction and Work Engagement

Sinto Sunaryo, Reza Rahardian, Risgiyanti, Joko Suyono, Dian Ekowati

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## Leader-member exchange and glass ceiling: the effects on career satisfaction and work engagement

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**ABSTRACT**  
The glass ceiling still exists in the workplace, where women face barriers to achieving a higher career path. One of the obstacles comes from the organizational environment in the form of gender stereotypes, which make it increasingly difficult for women to occupy managerial positions. In this case, leaders play an important role in building relationships with subordinates to overcome the glass ceiling issue. Not many studies analyze gender discrimination in the workplace from the perspective of social exchange between leaders and subordinates. This study aimed to analyze the effect of leader-member exchange on career satisfaction and work engagement through the glass ceiling. Data were collected from 469 female employees working in various companies in Indonesia. Convergent and discriminant validity were conducted to validate the measurement of variables, and the partial least squares were used to test the hypotheses. Leader-member exchange has been shown to have a negative effect on the glass ceiling. Similarly, the glass ceiling has a negative effect on career satisfaction and work engagement. In addition, the glass ceiling mediates the effect of leader-member exchange on career satisfaction and work engagement. Given these results, leaders need to build high quality relationships with employees to prevent a glass ceiling in the workplace.

**IMPACT STATEMENT**  
Discrimination against women continues to be an important issue in the workplace, with women facing barriers to leadership positions. Glass ceilings at work are often elusive. In this case, the leader's role becomes crucial. Leaders are responsible for building quality relationship with subordinates, and the quality of the relationship can determine career success, including overcoming career barriers for women. If women feel inhibited from reaching managerial positions, this will affect their career satisfaction and work engagement. This research provides an understanding of how the quality of the leader-subordinate relationship may impact the glass ceiling experienced by women and how it affects career satisfaction and work engagement. Therefore, it is necessary to maintain high quality relationships between leaders and subordinates in the workplace, as this can protect women from various forms of discrimination.

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### Introduction

Women are still struggling to attain high-level managerial positions in the workplace, which is a universal phenomenon considering the obstacles they often encounter (Sharma & Kaur, 2019). According to social role theory (Eagly, 1987), sometimes women might be questioned about their capacity for leadership roles or when they try to thrive professionally as a result of being given feminine attributes (communal or expressive) rather than masculine attributes (Independent, assertive, or competent). Compared to men, women generally occupy lower levels of leadership roles (Mohammadkhani & Gholamzadeh, 2016). Males outnumber females, specifically in holding middle to senior management positions (Dezsó & Ross,

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# Leadership as an Enabler of Innovation Climate and Innovative Work Behavior in Indonesia's Public Libraries

Dyah Puspitasari Srirahayu, Ahmad Rizki Sridadi & Dian Ekowati

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## Leadership as an Enabler of Innovation Climate and Innovative Work Behavior In Indonesia's Public Libraries

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### ABSTRACT

Organizations play an important role in the continuity of a good work environment. This study aims to determine the types of leadership influence the innovative behavior of librarians in public libraries and innovation climate influences the innovative behavior of librarians in public libraries. This study using qualitative methods and was conducted in several public libraries in Indonesia. The respondents are the librarian in Malang City public Library, Gunung Kidul public Library, and Yogyakarta Special Region public Library. The research found that transformational leadership impact to librarian innovative behavior and innovation climate in Indonesia's public library.

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Public library; librarian; leadership; innovative work behavior; innovation

### Introduction

Researchers have affirmed that innovation has a pivotal role within an organization to maintain an edge in a competitive environment and long-term viability (Iqbal et al. 2020; Janssen 2004; Oldham and Cummings 1996; Scott and Bruce 1994). Through innovation, organizations are expected to unceasingly improve their products and services to outperform their competitors. New ideas are known to lead to innovations, despite so, the execution is determined by the management of the organizations and the individuals within (Janssen 2000; Scott and Bruce 1994; Stoffers, Neessen, and van Dorp 2015). Scott and Bruce (1994) do not specifically define innovation, but refer to it as something greater and beyond creativity, with differentiation as its sole essence. They claim that creativity is the ability to generate ideas, whereas innovation is concerned with the creation or adoption of useful ideas and their implementation. As a result, innovation requires new knowledge and novelty along with the process of reworking a product and implementing it in a tangible way.

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# Job Satisfaction Through The Perspective of Emotional Labor

Desynta Rahmawati Gunawan, Anis Eliyana, Rachmawati Dewi Anggraini, Andika Setia Pratama, Zukhruf Febrianto, Marziah Zahar

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## Job satisfaction through the perspective of emotional labor

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Job satisfaction  
through  
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### Abstract

**Purpose** – This study explores how emotional intelligence, customer orientation, deep acting and surface acting influence job satisfaction among middle managers in their interactions with customers, colleagues and business partners. By examining these factors, we aim to provide insights into their collective impact on job satisfaction and interpersonal dynamics within organizational contexts.

**Design/methodology/approach** – By involving 95 middle managers at Indonesian Internet service providers as respondents, this research used a questionnaire to collect data. Next, the data were analyzed using the partial least square-structural equation modeling (PLS-SEM) technique, which evaluated measurement models and structural models. A total of twelve hypotheses were tested in this study.

**Findings** – This study found that customer orientation does not have a significant effect on deep acting, thereby nullifying its indirect effect on job satisfaction. Conversely, it's demonstrated that both deep acting and surface acting serve as partial mediators in the relationship between emotional intelligence and job satisfaction. Furthermore, surface acting emerges as a partial mediator in the connection between customer orientation and job satisfaction.

**Originality/value** – By exploring the relationship between customer orientation, emotional intelligence and job satisfaction among employees, this study seeks to reveal novel insights. The study examines the impact of these critical elements, which are necessary for middle managers to effectively manage their emotions and cultivate significant connections, on their overall job satisfaction and interpersonal dynamics in their diverse responsibilities.

**Keywords** Customer orientation, Deep acting, Emotional intelligence, Job satisfaction, Surface acting, Quality jobs, Decent work

**Paper type** Research paper

### Introduction

A study by McKinsey and Company shows that, after positive experiences with service employees, more than 85% of customers buy more of a given product from the company, and more than 70% buy less when the service turns out to be unpleasant (Lee *et al.*, 2016a). Therefore, middle managers' emotions and attitudes are important in customer relationships (Kim, 2020). A middle manager oversees the staff and must supervise the customer engagement process with front-line personnel. When a conflict or problem arises between front-line personnel and customers during a meeting, middle management must intervene directly to provide a solution. The face-to-face encounter between the middle managers and



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# Workplace Bullying and Employees' Turnover Intention in Hospitality Industry: Evidence From Nepal

Biswakarma, G., Aithal, P.S., Singh, S.K., Gnawali, A., & Ghimire, J.

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## Workplace bullying and employees' turnover intention in hospitality industry: evidence of Nepal

Gangaram Biswakarma<sup>a,b</sup>, Perdoor Sreeramana Aithal<sup>c</sup>, Sanju Kumar Singh<sup>d</sup>, Achyut Gnawali<sup>b</sup> and Jayanta Ghimire<sup>b</sup>

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**ABSTRACT**  
Bullying influence individuals, organizations and society, requiring support for individuals, causing mental stress leading to exhaustion and potential employee turnover. This study examines the effect of workplace bullying on turnover intentions among hotel employees, including emotional exhaustion as mediator. This study includes five star and non-five-star hotel staffs. A sample of 323 hotel employees were considered in convenience for self-administered questionnaire survey. Data analysis and model fit were conducted with SmartPLS 4 and SPSS 24. This study found that workplace bullying sustainably influence turnover intention through emotional exhaustion among hotel employees. This study concludes that workplace bullying is vital in connection with the turnover intention. This shows a bullied employee leave the organisation while emotionally exhausted. Social support, organizational culture or the way the executive leads matters taking it to a positive endeavor.

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Workplace bullying; employee exhaustion; employee turnover intentions; hospitality industry; sustainability

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**SUBJECTS**  
Hotel Management; The Hospitality Industry; Hospitality Management

### Introduction

Workplace bullying refers to repetitive, systematic and chronic acts of harassment, offense, social exclusion or bad impact on an employee's performance in the workplace (Einarsen et al., 2020). Workplace bullying is part of a spectrum of inappropriate conduct that ranges from being unpleasant to being violent (Baer & Neuman, 1998). Harassment in the workplace is harmful for both the person being harassed and the company that employs them. Gonzalez-Mulé et al. (2013) noted that as a consequence of bullying in the workplace, both management costs and the rate of employees leaving the company swing up. This makes the organization less productive. Some people call bullying at work 'emotional abuse at work' or 'workplace mobbing' (Barker et al., 2013). Bullying is something that hurts people, which is why it hurts the performance of an organization when it happens. So, most employees are afraid at work and do not want to talk about their problems with their coworkers or managers (Townend, 2008).

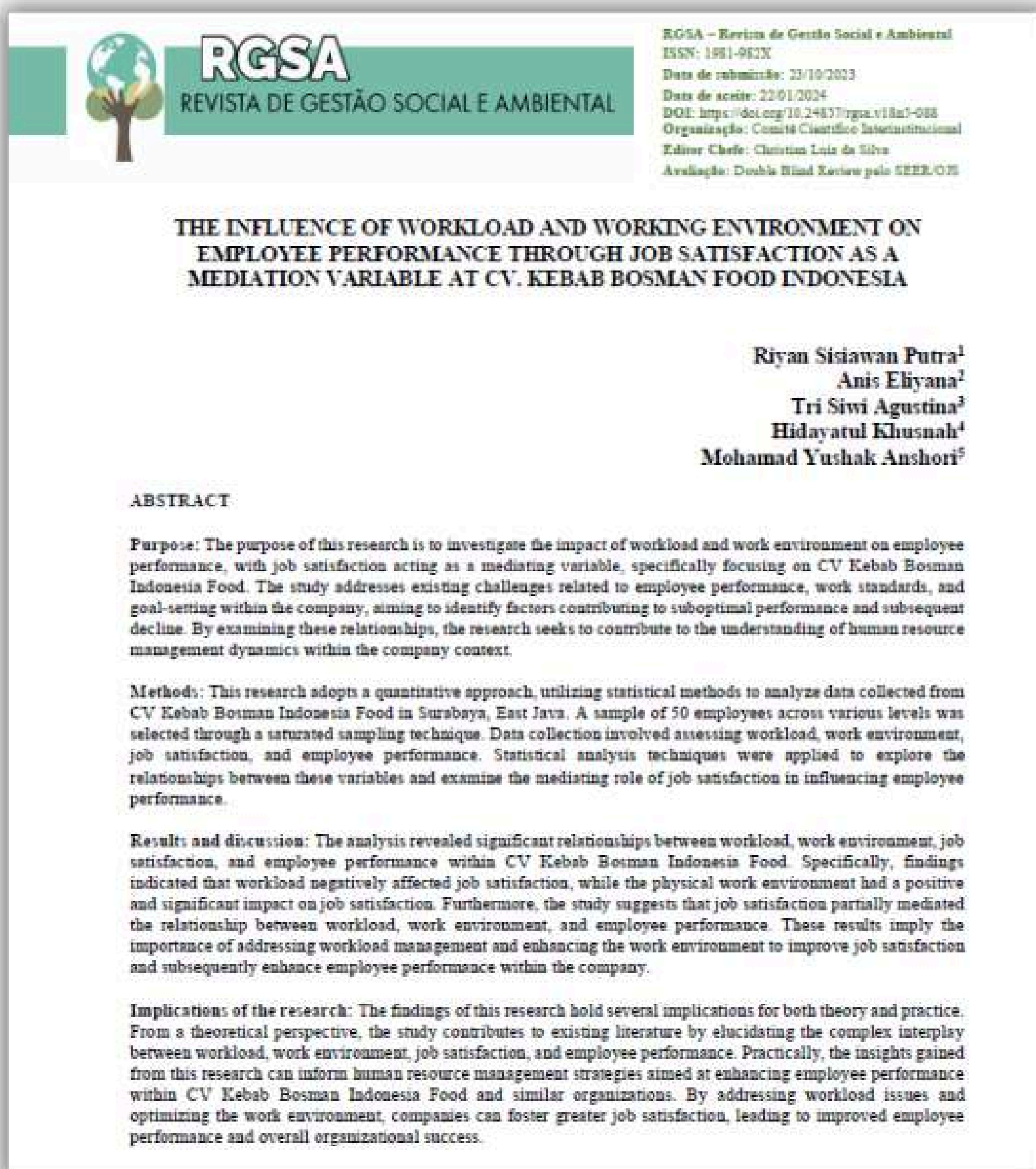
Bullying at work can lead to a bad working environment that makes the victim want to quit (Leymann, 1990). Bullying in the workplace can consequence into mental health related stress (Nielsen & Einarsen, 2012), burnout and emotional exhaustion (Wu & Hu, 2009), emotionally worn-out and drained, accumulated stress (Cafasso, 2019), feeling of tiredness and fatigued excessive job stress or demand (Cropanzano & Wright, 1998), bullied employees will not perform their assigned tasks properly or engage in extra-role

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# The Influence of Workload and Working Environment on Employee Performance through Job Satisfaction as a Mediation Variable at CV. Kebab Bosman Food Indonesia

Putra, R.S., Eliyana, A., Agustina, T.S., Khusnah, H., Anshori, M.Y.  
<https://doi.org/10.24857/rgsa.v18n5-08888>

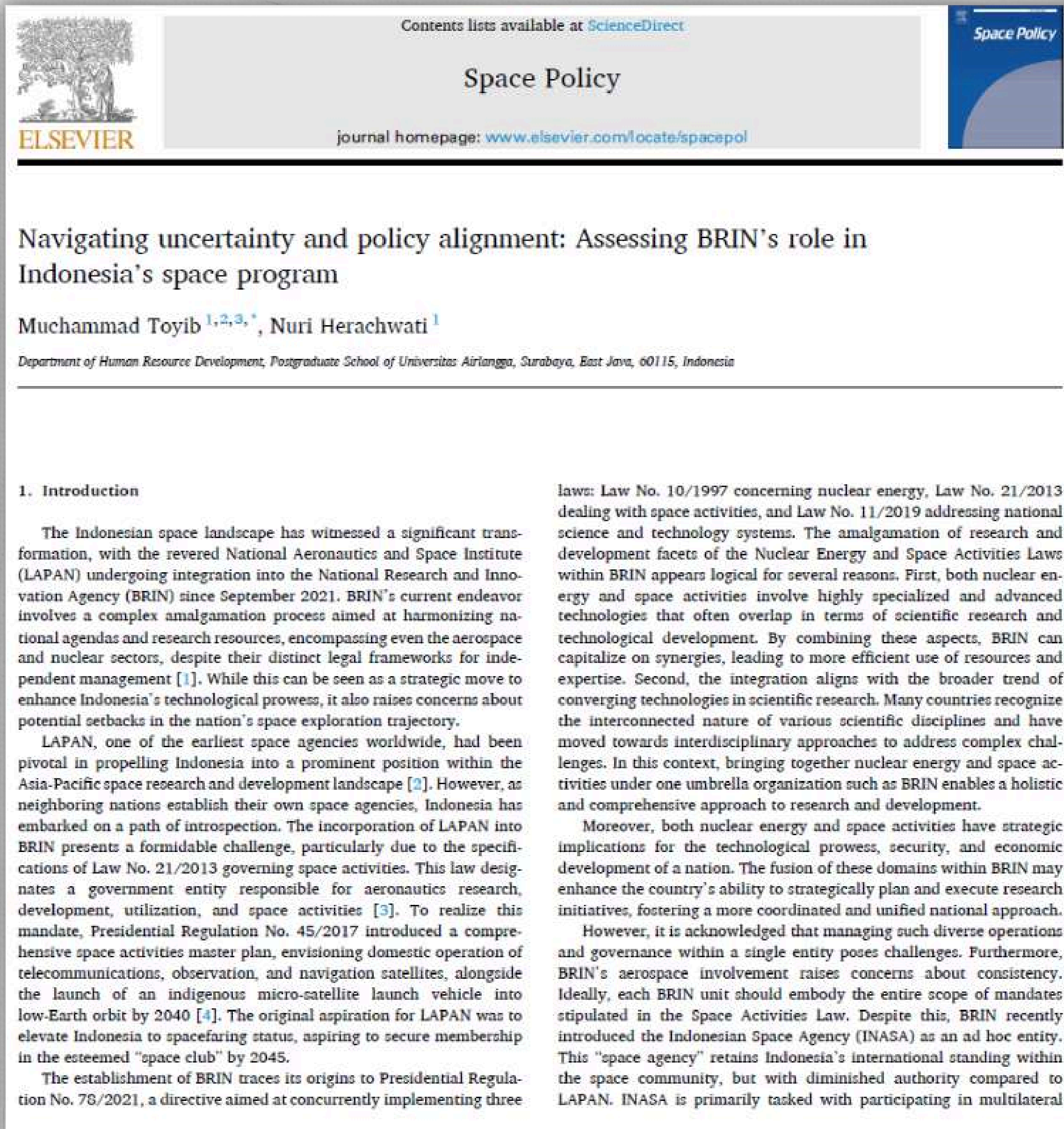




# Navigating Uncertainty and Policy Alignment: Assessing BRIN's Role in Indonesia's Space Program

Muchammad Toyib, Nuri Herachwati

<https://doi.org/10.1016/j.spacepol.2024.101632>





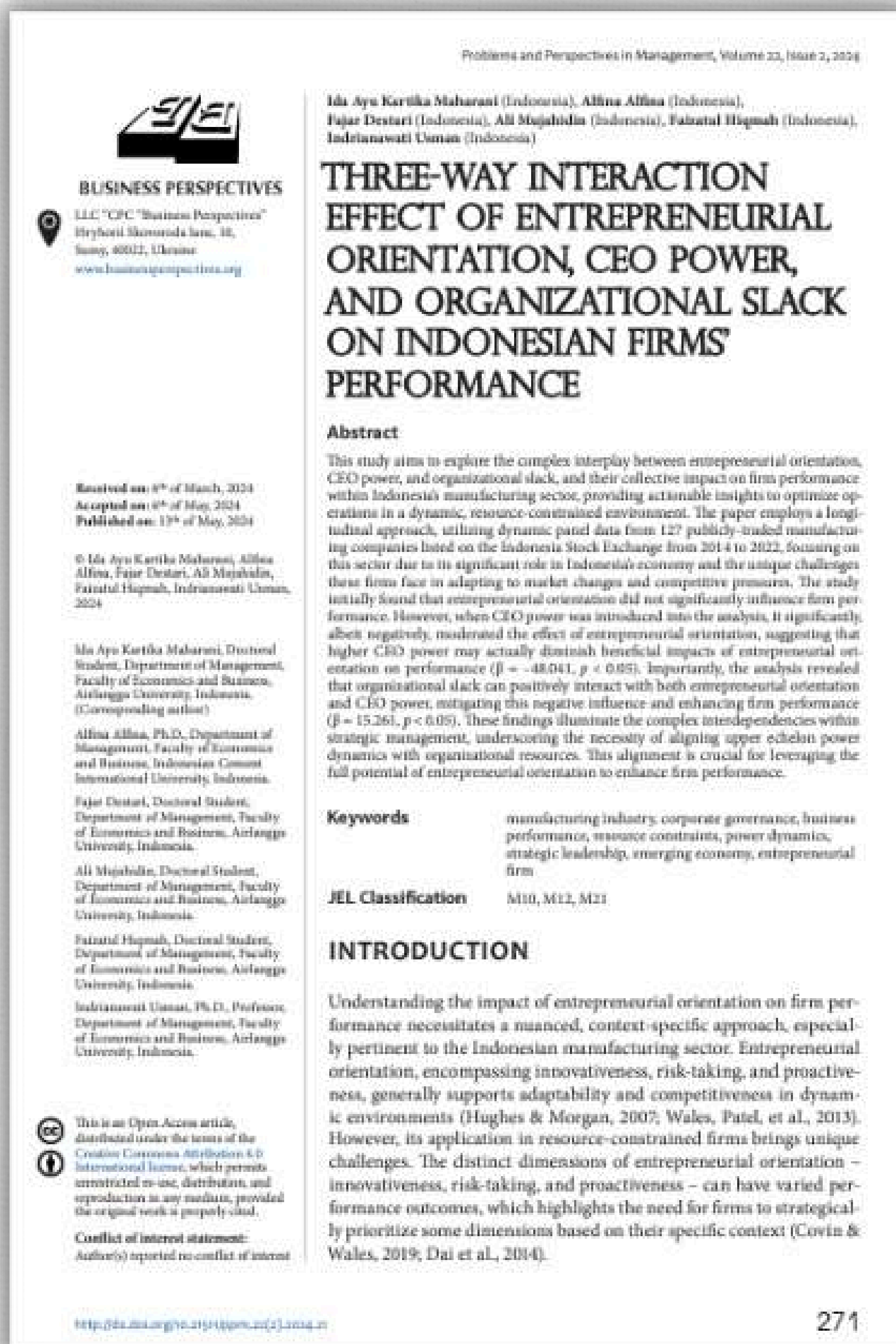
# ENTREPRENEURSHIP



# Three-way Interaction Effect of Entrepreneurial Orientation, CEO Power, and Organizational Slack on Indonesian Firms' Performance

Ida Ayu Kartika Maharani, Alfina Alfina, Fajar Destari, Ali Mujahidin, Faizatul Hiqmah, Indrianawati Usman

[https://doi.org/10.21511/ppm.22\(2\).2024.21](https://doi.org/10.21511/ppm.22(2).2024.21)





**OTHER**



# Strategic Alliances and Global Competitive Actions: Unveiling Collaborative Pathways in Higher Education Ranking

Muhammad Izharuddin, Badri Munir Sukoco

<https://doi.org/10.1177/09504222241287068>

The screenshot shows the Sage Journals website interface. At the top, there is a search bar with the text 'Search this journal' and 'Enter search terms...'. To the right, it indicates 'I have access via: Airlangga University' and includes icons for 'Access/Profile' and 'Cart'. Below the search bar, there are navigation options: 'Browse by discipline' and 'Information for'. The main header area is dark blue with the text 'Industry and Higher Education'. Below this, there is a white box containing the journal's 'Impact Factor: 1.9 / 5-Year Impact Factor: 1.9', a 'Journal Homepage' button, and a 'Submission Guidelines' button. The article title is 'Strategic alliances and global competitive actions: Unveiling collaborative pathways in higher education ranking'. Below the title, the authors 'Muhammad Izharuddin' and 'Badri Munir Sukoco' are listed, along with a 'View all authors and affiliations' link. The article is marked as 'OnlineFirst' and has a DOI link: 'https://doi.org/10.1177/09504222241287068'. A navigation bar includes 'Contents', 'Get access', 'Cite article', 'Share options', 'Information, rights and permissions', and 'Metrics and citations'. The 'Abstract' section begins with the text: 'The escalating competition among higher education institutions in global university rankings necessitates an examination of their actions and reactions within a competitive dynamics framework. Utilising regression panel data, this study scrutinises the initiatives of 100 universities across 22 Asian nations over a decade, drawing from the QS World University Rankings and SciVal databases. Exposure, research intensity, and high-impacted research are identified as drivers of competition escalation. Moreover, the impact of international collaboration and university-industry collaboration on this dynamic is analysed, revealing varied moderating effects. By delving into the influence of international academic collaboration and university-industry collaboration, this research unveils opportunities for adopting a cooperative-competitive strategy among universities to excel in global ranking competitions.' To the right of the abstract is a red promotional banner for Sage's open editor positions, with the text 'Explore Sage's open editor positions and discover the benefits of joining one of our journal teams' and a 'Learn more >>' link.



# INDEKS SINTA



# FINANCE MANAGEMENT



# Acquisition Motive, Stock Market Performance, and Slack Resources as Moderating Variable

Wisudanto, Andini Sari Pitalok, Astri Irmaulidiyah

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## ACQUISITION MOTIVE, STOCK MARKET PERFORMANCE, AND SLACK RESOURCES AS MODERATING VARIABLE

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**Abstract:** Acquisition is a restructuring activity with different risks depending on the motive used by the company. This study aims to identify the relationship between acquisition motives and stock market performance moderated by slack resources in the acquirer companies. This study observed 65 companies in Indonesia listed on the Indonesia Stock Exchange that performed acquisitions in 2010 – 2020. The data were analyzed using the multiple linear regression technique. The data were analyzed using the multiple linear regression technique. The study concluded that the exploratory motive negatively affected stock market performance. Meanwhile, the moderating variable of slack resources was reported to weaken the negative effect of exploratory motive on stock market performance. This research suggests managers should make a careful decision regarding the acquisition motives that will be used by a company. In addition, they must ensure sufficient slack resources during the acquisition as the process may impact the stock market performance. Thus, investors must carefully observe the acquisition motives and possible risks that might harm their investment.

**Keywords:** exploration acquisition, exploitation acquisition, stock market performance, slack resources, signaling theory

**Abstrak:** Akuisisi merupakan aktivitas restrukturisasi yang memiliki risiko berbeda-beda tergantung motif yang digunakan oleh perusahaan. Penelitian ini bertujuan untuk menguji hubungan antara motif akuisisi dan kinerja pasar saham dengan slack resources sebagai variabel moderasi pada perusahaan akuisisi. Penelitian ini melibatkan 65 perusahaan yang melakukan Akuisisi di Indonesia pada tahun 2010 – 2020 yang terdaftar di Bursa efek Indonesia. Teknik analisis data yang digunakan dalam penelitian ini adalah regresi linier berganda. Berdasarkan hasil penelitian dapat disimpulkan bahwa motif eksplorasi berpengaruh negatif terhadap kinerja pasar saham. Sedangkan, variabel moderasi slack resources memperlemah pengaruh negatif motif eksplorasi terhadap kinerja pasar saham. Kontribusi dari penelitian ini adalah seorang manajer harus berhati-hati dalam pengambilan keputusan motif akuisisi yang akan digunakan dan memastikan memiliki slack resources yang cukup saat akuisisi karena dapat berdampak pada kinerja pasar saham. Selain itu, sebagai investor juga memperhatikan dengan cermat motif akuisisi dan risiko yang ditimbulkan karena dapat berdampak pada kerugian saat berinvestasi.

**Kata kunci:** akuisisi eksplorasi, akuisisi eksploitasi, kinerja pasar saham, slack resources, teori sinyal

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Email: [andini.sari.pitaloka-2021@feb.unair.ac.id](mailto:andini.sari.pitaloka-2021@feb.unair.ac.id)



# Effect of Non-Performing Loans on the Financial Performance of Nepalese Commercial Banks

Niroula, B., Upadhaya, JP, & Singh, SK



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EFFECT OF NON-PERFORMING LOANS ON THE FINANCIAL PERFORMANCE OF NEPALESE COMMERCIAL BANKS

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## Abstract

This research has been conducted to show the effects of non-performing loans on the financial performance of commercial banks in Nepal. Both the macroeconomic variables and bank-specific variables are used in the study. Descriptive and analytical research design has been used to analyze and interpret the results. Secondary data has been collected from the annual reports of banks for bank-specific variables and macro-economic variables are collected from the economic survey. Five-year data was collected from the twenty commercial banks from 2015/16 to 2019/20. Banks are selected using the convenient sampling technique. Data are interpreted and analyzed using inferential (Correlation and Multiple Regression) statistics. The study takes two dependent variables (ROA and ROE) and five independent variables (CAR, CRR, Size, GDP, and Inflation). The findings show that there are statistically positive and significant effects of size and inflation on ROA and similar effects of cash reserve ratio and inflation on ROE. The result also shows that CRR and CAR have a negative but statistically significant effect on ROA and ROE. Other independent variables GDP and CAR have nominal effects on the financial performance of commercial banks in Nepal.

**Key Words:** Capital adequacy, Cash reserve, financial performance, ROA, ROE.

## Introduction

In Nepal, the banking industry has reached a stage where it controls the financial sector. Banking industries play a major role in a country's contribution to the financial sector. It is an industry in which intermediaries have facilities for saving money and lending funds for investment to raise profit and offer financial services. Commercial banks play an important role in a country's economic development, and a well-functioning and profitable banking system is a prerequisite for the country's economic growth.

The financial system relates to the systematic and well-organized life of banks and non-bank financial institutions. Commercial banks are mainly interested in the acceptance of deposits and the expansion of credit. Banks are among the economy's most important financial institutions.

The quality of a bank's success is a function of how well it can serve its clients with the least amount of risk and the greatest amount of benefit. Non-performing loans granted by these banks are one of the risk factors. As a result, the problem of non-performing loans cannot be overstated. This study would look at how non-performing loans have impacted shareholder capital maximization, commercial bank

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# Pengungkapan Corporate Social Responsibility terhadap Firm Value pada Perusahaan Sektor Pertambangan yang Terdaftar di Bursa Efek Indonesia Periode Tahun 2018-2022

Pradipta Hedianana Melati, Fitri Ismiyanti

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**Pengungkapan Corporate Social Responsibility terhadap Firm Value pada Perusahaan Sektor Pertambangan yang Terdaftar di Bursa Efek Indonesia Periode Tahun 2018-2022**

Pradipta Hedianana Melati<sup>1</sup>, Fitri Ismiyanti<sup>2</sup>  
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Article Info	Abstract
<p><b>Article History</b> Received: 2023-11-01 Revised: 2023-02-23 Published: 2024-03-07</p> <p><b>Keywords:</b> Corporate Social Responsibility; Company Value; Company Size; Company Age; Leverage; Growth.</p>	<p>This research aims to examine the effect of corporate social responsibility disclosure on firm value. This research uses a quantitative approach with panel data regression analysis tools. Data was obtained from annual reports of mining sector companies published for the 2018-2022 period. The dependent variable in this research is firm value. The independent variable used is corporate social responsibility disclosure. And using the control variables Firm Size, Age, Leverage, and Growth. The data processing program uses the EViews version 12 program. The research results show that corporate social responsibility (CSR) disclosure has a significant positive effect on firm value. Based on the results of the analysis and discussion that have been described, the conclusion of this research is that the research results show that corporate social responsibility (CSR) disclosure has a significant positive effect on company value.</p>
Artikel Info	Abstrak
<p><b>Sejarah Artikel</b> Diterima: 2023-11-01 Direvisi: 2023-02-23 Dipublikasi: 2024-03-07</p> <p><b>Kata kunci:</b> Corporate social responsibility; Nilai perusahaan; Ukuran Perusahaan; Umur perusahaan; Leverage; Growth.</p>	<p>Penelitian ini bertujuan untuk menguji pengaruh pengungkapan corporate social responsibility terhadap firm value. Penelitian ini menggunakan pendekatan kuantitatif dengan alat analisis regresi data panel. Data diperoleh dari laporan tahunan perusahaan sektor pertambangan yang dipublikasikan periode 2018-2022. Variabel dependen dalam penelitian ini adalah nilai perusahaan. Variabel independen yang digunakan adalah pengungkapan corporate social responsibility. Dan menggunakan variabel kontrol Firm Size, Age, Leverage, dan Growth. Program olah data menggunakan program EViews versi 12. Hasil penelitian menunjukkan bahwa pengungkapan corporate social responsibility (CSR) berpengaruh positif signifikan terhadap nilai perusahaan. Berdasarkan hasil analisis dan pembahasan yang telah diuraikan, maka kesimpulan dari penelitian ini yaitu hasil penelitian menunjukkan bahwa pengungkapan corporate social responsibility (CSR) berpengaruh positif signifikan terhadap nilai perusahaan.</p>

**I. PENDAHULUAN**  
*Corporate Social Responsibility (CSR)* merupakan bentuk tanggung jawab perusahaan terhadap lingkungan sekitar. Di Indonesia, CSR telah menjadi kewajiban bagi setiap perusahaan yang berbentuk Perseroan Terbatas. Undang-Undang Republik Indonesia Nomor 40 tahun 2007 tentang Perseroan Terbatas pasal 74 ayat 1 yang menyatakan bahwa Perseroan yang menjalankan kegiatan usahanya di bidang dan/atau berkaitan dengan sumber daya alam wajib melaksanakan Tanggung Jawab Sosial dan Lingkungan. Sejak disahkannya Undang-undang Nomor 40 tahun 2007 tentang Perseroan Terbatas, CSR yang pada awalnya bersifat *voluntary* kini telah menjadi *mandatory* bagi setiap perusahaan yang bergerak dan atau berkaitan dengan sumber daya alam. Sektor pertambangan merupakan salah satu penopang pembangunan ekonomi suatu negara. Perannya sebagai penyedia sumber daya energi yang sangat diperlukan bagi pertumbuhan per-ekonomian suatu negara. Potensi yang kaya akan sumber daya alam akan dapat menumbuhkan terbukanya perusahaan-perusahaan untuk melakukan eksploitasi pertambangan sumber daya tersebut.

Setiap perusahaan mempunyai tujuan untuk meningkatkan nilai perusahaan. Tingginya nilai perusahaan akan berbanding lurus dengan meningkatnya kemakmuran pemegang saham, sehingga akan menarik pemegang saham untuk menginvestasikan modalnya kepada perusahaan (Haruman, Tedy and Rahayu 2007). Meningkatnya nilai perusahaan menjadikan perusahaan akan dapat bersaing dan meraih *competitive advantage* dalam hal tenaga kerja, supplier, dan pangsa pasar (Darwin, 2004). Ketika nilai perusahaan meningkat maka harga saham akan meningkat dan otomatis imbal hasil yang didapatkan oleh investor atau pemegang saham juga akan meningkat (Tirta dan Ismiyanti, 2019).

<http://jiip.stkipyapisdompu.ac.id> 2918



# Pengaruh Literasi Keuangan Terhadap Niat Berinvestasi Generasi Milenial Pada Platform Fintech Berbasis Equity Crowdfunding Dengan Persepsi Risiko dan Kepercayaan Pada Platform dan Fundraiser Sebagai Variabel Mediasi

M. Niltal Muna, Fitri Ismiyanti

<http://dx.doi.org/10.29040/jie.v8i1.12308>

## JURNAL ILMIAH EDUNOMIKA

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### PENGARUH LITERASI KEUANGAN TERHADAP NIAT BERINVESTASI GENERASI MILENIAL PADA PLATFORM FINTECH BERBASIS EQUITY CROWDFUNDING DENGAN PERSEPSI RISIKO DAN KEPERCAYAAN PADA PLATFORM DAN FUNDRAISER SEBAGAI VARIABEL MEDIASI

M. Niltal Muna, Fitri Ismiyanti

#### Abstract

This study aims to analyze the effect of financial literacy on millennials' investment intention on equity crowdfunding-based fintech platforms with risk perception and trust in platforms and fundraisers as mediating variables. This research is a survey with data collection from 200 respondents, millennial generation Indonesian citizens aged 19-35 years, who used non-probability sampling techniques (purposive and snowball sampling). Primary data was collected through a Likert-scale questionnaire, while secondary data came from literature and trusted online databases. The interview method was used with a small number of respondents to obtain additional information. Data analysis involved descriptive statistical techniques and path coefficient analysis to achieve the research objectives. The results showed that financial literacy has a significant positive effect on the intention to invest in equity crowdfunding platforms, but has no significant effect on the perception of investment risk. Trust in the platform and fundraiser contribute positively to investment intention, suggesting the importance of financial literacy in shaping trust and motivation to invest in that context.

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# International Diversification, Kinerja, dan Risiko Perusahaan

Rahmat Setiawan, Ririn Permatasari, Nabilla Aisyah Nurdi

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## *International Diversification, Kinerja, dan Risiko Perusahaan*

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### Abstrak

Penelitian ini bertujuan untuk menguji pengaruh diversifikasi internasional terhadap kinerja dan risiko pada perusahaan non-keuangan yang melakukan penjualan luar negeri yang terdaftar di Bursa Efek Indonesia. Penelitian ini menggunakan model analisis regresi linier berganda, data diperoleh dari laporan keuangan perusahaan yang dipublikasikan selama periode 2010-2014. Variabel independen dalam penelitian ini adalah diversifikasi internasional yang diproksikan dengan rasio penjualan luar negeri terhadap total penjualan. Variabel terikat dalam penelitian ini adalah kinerja dan risiko perusahaan. Kinerja perusahaan diproksikan dengan ROA dan Tobins Q. Risiko Perusahaan diproksikan dengan standar deviasi *return*. Hasil penelitian menunjukkan diversifikasi internasional mempunyai pengaruh berbentuk U (U-Shaped) terhadap kinerja perusahaan, sedangkan diversifikasi internasional mempunyai pengaruh positif terhadap risiko perusahaan.

**Kata Kunci:** Diversifikasi internasional, kinerja, risiko

### Abstract

The purpose of this study examines the effect on the performance of international diversification and the risk of non-financial companies that sell overseas listed on the Indonesia Stock Exchange. This study uses multiple linear regression analysis model, data were obtained from the company's financial statements published during the 2010-2014 period. Independent variable in this study is international diversification that is proxied by foreign sales to total sales ratio. The dependent variable in this study are company's performance and risk. The company's performance is proxied by the ROA and Tobins Q. Corporate Risk is proxied by the standard deviation of returns. The results showed international diversification has effect in the form of U-Shaped to company performance, while International diversification has a positive influence on the company's risk.

**Keywords:** International diversification, performance, risk

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International Diversification, Kinerja, dan Risiko Perusahaan. ....



# **MARKETING MANAGEMENT**



# Generation Z Participations in Politics an Approach to Consumer Behaviour Theory

Aries Kurniawan, Gancar Candra Premananto, Candraningrat Candraningrat, Adrianus Aprilius, Rizky Hidayat

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## GENERATION Z PARTICIPATION IN POLITICS AN APPROACH TO CONSUMER BEHAVIOR THEORY

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**Abstract :** Research aimed at finding out the causes of Generation Z playing an active role in politics was carried out using a qualitative methodology using phenomenology. By using the snowball technique in determining informants, there were eight Generation Z students who were active in organizations or became organizational administrators. After going through triangulation, the researchers concluded that social media influences political attitudes, determining factors in political choices, political participation and perceptions of Generation Z in the political field. The conclusions obtained are in line with consumer behavior theory, especially the determining factors of political choices which are divided into two, namely rational and emotional factors.

**Keywords :** Politics, Consumer Behavior, Generation Z, Participation

### INTRODUCTION

Globalization and its rapid changes have made the role of the younger generation, especially Generation Z, in the political realm increasingly prominent. It should also be noted that Generation Z, namely those born between 1997 and 2012, is finally starting to grow up and act as an active force in all aspects of life (Febrianty & Muhammad, 2023) . This phenomenon is very relevant in Indonesia considering the upcoming 2024 Presidential Election. Therefore, the gender component of political participation deserves attention, especially regarding Generation Z.

This is not only because Generation Z is a generation that has a large proportion so it is important to study, but also because Generation Z brings changes in paradigm

and political orientation. The generation born in this digital era grew up with very open and fast access to information and communication (Ambarwati, 2023) . As a result, they learn about various global issues, including gender equality issues. This influences their political positions and views.

Since political reform at the end of 1998, gender issues in politics have become a widely discussed topic in Indonesia. However, women's participation in politics is still hampered by many problems, such as gender stereotypes and low representation of women in leadership positions (Unmaya et al., 2022) .

Looking at the 2024 Presidential Election from this point of view, it is worth appreciating how Generation Z, with perhaps different gender perspectives, is participating in politics.



# Analisis Brand Experience Dan Brand Personality Terhadap Customer Loyalty Produk Sim Card PT. Smartfren Telecom Tbk

Iliyin Dihan Prameswari, Praptini Yulianti

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**ANALISIS BRAND EXPERIENCE DAN BRAND PERSONALITY TERHADAP LOYALITAS PELANGGAN PRODUK SIM CARD PT. SMARTFREN TELECOM TBK**

**ANALISIS BRAND EXPERIENCE DAN BRAND PERSONALITY TERHADAP CUSTOMER LOYALTY PRODUK SIM CARD PT. SMARTFREN TELECOM TBK**

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## ABSTRACT

*The objective of this research is to investigate the impact of (X1: Brand Experience) and (X2: Brand Personality) on (Y: Customer Loyalty). The sample consists of fifty respondents, and a Likert scale is used to measure the data quantitatively. This study used primary data obtained via online questionnaire responses, and conducted tests to assess validity, reliability, and hypotheses. The inquiry findings suggest that these factors, together with their interaction, have a significant and favorable impact on consumer loyalty. The t-test revealed that the significance value (sig) was below 0.05, indicating statistical significance. Additionally, the F-test showed that the calculated F-value exceeded the crucial F-value of 3.19. These data indicate that consumer loyalty (Y) is favorably and substantially affected by both brand experience (X1) and brand personality (X2).*

**Keywords:** Brand Experience, Brand Personality, Customer Loyalty

## ABSTRAK

Tujuan penelitian ini adalah untuk menguji pengaruh (X1: Brand Experience) dan (X2: Brand Personality) terhadap (Y: Customer Loyalty). Metodologi kuantitatif menggunakan skala Likert dan ukuran sampel lima puluh responden. Data primer yang digunakan dalam penelitian ini sebagian besar terdiri dari jawaban survei online, beserta penilaian validitas, reliabilitas, dan hasil pengujian hipotesis. Temuan penyelidikan menunjukkan bahwa salah satu atau kedua faktor tersebut mungkin mempunyai dampak besar dan menguntungkan terhadap loyalitas konsumen. Berdasarkan hasil uji statistik yaitu uji F dengan nilai Fhitung sebesar 3,19 melebihi nilai Ftabel, dan uji T untuk masing-masing variabel dengan nilai signifikansi kurang dari 0,05 maka dapat disimpulkan nasabah terdampak baik dan substansial berdasarkan pengalaman merek (X1) dan kepribadian merek (X2). Adorasi (Y).

**Kata Kunci:** Brand Experience, Brand Personality, Customer Loyalty

## PENDAHULUAN

Dengan adanya perkembangan industri Indonesia mampu mengalami perubahan bisnis didalam bisnis global. Hal ini menyebabkan ketatnya persaingan antar industri yang disebabkan adanya perubahan teknologi, ekonomi, dan keadaan suatu pasar di semua sektor. Di era sekarang Indonesia pun ikut berkembang pesat terutama di bidang telekomunikasi. Industri penyedia jasa telekomunikasi ini bergerak sangat cepat karena ritme industri baru dan kemajuan teknologi yang memungkinkan sektor ini bergerak dan melonjak di era global. Hasilnya,

terdapat potensi bagi industri ini untuk terus tumbuh dengan cepat dan

mencapai tingkatan baru (Jumawar & Numartian, 2022).

Peran penting sebuah bertumbuhnya perusahaan tidak lepas dari bauran pemasaran yang memiliki peran untuk terus riset perkembangan produk yang digunakan oleh perusahaan dalam mempromosikan barang atau jasanya. Menurut (Shafrudin et al. 2022) Bauran pemasaran berfungsi untuk memasarkan *knowledge* tentang produk/brand kepada konsumen untuk meningkatkan *sales growth* untuk terus melakukan inovasi serta melakukan koneksi yang baik dengan pelanggan.



# Celebrity Endorsement and the Buying Behavior in Consumers of Nepal

Upadhyay, J. P., & Singh, S. K

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Jitendra Prasad Upadhyay, Sanju Kumar Singh

## Celebrity Endorsement and the Buying Behavior in Consumers of Nepal

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**Abstract.** The main objective of the study is to analyze the influence of celebrity endorsement on consumers' buying behavior. Celebrity endorsement is considered the most effective tool to influence customers' buying behavior and motivate them to pay attention to the products produced by the company and the services provided by the company. Due to the specific nature of research objectives, descriptive and causal-comparative research design has been used. Celebrity endorsement has a higher impact on the Consumer Buying Behavior of Nepal. In this research, descriptive and causal-comparative research design has been used. The study focuses on understanding the consumers buying behavior based on different factors like gender, income, occupation, and education. The population of this research is the total youth of Nepal and out of the total population, a sample size of 384 respondents is taken using the convenience sampling technique which consists of people from different age groups, gender, income, and occupations. The results of this study indicated that there was a positive impact of celebrity trustworthiness, features of products and attractiveness on consumer buying behavior. Moreover, results showed that most of the consumers agreed that celebrity endorsers enhanced brand awareness.

**Keywords:** *Attractiveness, Trustworthiness, Features of products, and Consumer Buying Behavior*

### INTRODUCTION

Celebrities' endorsements are being used to get the attention of the customers by involving the best models in the advertisement and motivating people to get attention towards the product because this will ultimately raise the customer toward that company's product. In this process, the message of the main motive of the product is explained by well-known personalities. So, they are preferable to the companies for developing the awareness. The use of

celebrities has been widely used as it could provoke attitudinal and emotional reactions than a non-celebrity endorser. To be effective a celebrity endorser should have the credibility to attract attention to increase awareness of the endorsed product and influence the purchase decision of the targeted audience (Hernández-Méndez & Baute-Díaz, 2023)

The use of famous persons in promotions is traced back to the nineteenth century and these general



# HUMAN RESOURCE MANAGEMENT



# Pengaruh Organizational Ambidexterity pada Organization Innovation Performance dalam Industri Perbankan Indonesia

Balqish Setyawijaya, Dian Ekowati

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## **Pengaruh Organizational Ambidexterity pada Organization Innovation Performance dalam Industri Perbankan Indonesia**

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### **ABSTRAK**

Era bisnis yang ditandai oleh perubahan teknologi yang cepat seperti saat ini, menjadi sangat krusial bagi organisasi untuk terus meningkatkan kinerja inovasinya. Dalam upaya untuk mencapai peningkatan kinerja inovasi organisasi ini, perusahaan harus menerapkan konsep organizational ambidexterity agar dapat berdampak positif pada kinerja inovasi organisasi. Oleh karena itu, penelitian ini memfokuskan pada eksplorasi hubungan antara strategi eksplorasi dan strategi eksploitasi dengan kinerja inovasi organisasi. Responden dalam penelitian ini adalah karyawan yang bekerja di industri perbankan di Indonesia, dengan jumlah total responden sebanyak 178 individu. Analisis dalam penelitian ini dilakukan dengan menggunakan perangkat lunak Smart PLS 3.0. Hasil penelitian mengindikasikan bahwa baik *exploration strategy* maupun *exploitation strategy* memiliki pengaruh positif terhadap *organization innovation performance*.

**Kata kunci:** *organizational ambidexterity, exploration, exploitation strategy, organization innovation performance, bank industry*

### **ABSTRACT**

*In an era of business characterized by rapid technological changes like today, it becomes extremely crucial for organizations to continuously enhance their innovation performance. In the effort to achieve improved innovation performance, companies must implement the concept of organizational ambidexterity to have a positive impact on organizational innovation performance. Therefore, this research focuses on exploring the relationship between exploration strategy and exploitation strategy with organizational innovation performance. Participants in this study are employees working in the banking industry in Indonesia, with a total of 178 respondents. The analysis in this study was conducted using Smart PLS 3.0 software. The research results indicate that both exploration strategy and exploitation strategy have a positive influence on organization innovation performance.*

**Keywords :** *organizational ambidexterity, exploration, exploitation strategy, organization innovation performance, bank industry*

### **PENDAHULUAN**

Pada tahun 2070, diperkirakan bahwa indeks inklusi keuangan dunia akan mencapai 68,52%, sedangkan tingkat inklusi keuangan di Indonesia hanya mencapai 48,86%. Oleh karena itu, Kementerian Keuangan Indonesia telah menggarisbawahi pentingnya meningkatkan inklusi keuangan di Indonesia dengan lebih cepat, dan ini mendorong perbankan untuk menerapkan strategi inovatif yang mendukung inklusi keuangan, seperti yang diungkapkan Nug (2021). Selain itu, hal ini menjadi salah satu prioritas dalam jalur keuangan Indonesia selama Presidensi G20 tahun 2022 (Bank Indonesia, 2022). Sebagaimana tercatat World Bank dalam penelitian Ozili (2018), inovasi dalam sektor perbankan digital dapat menjadi sarana untuk mencapai inklusi keuangan dengan lebih efisien.

Maka dari itu, saat ini banyak bermunculan penelitian yang berkaitan dengan perkembangan atau inovasi perusahaan terutama di industri perbankan (Sari, 2019). Salah satu strategi yang dapat digunakan perusahaan dalam melakukan perkembangan adalah organizational ambidexterity, yang mana adalah sebuah konsep yang muncul dari teori proses pembelajaran organisasi, yang terdiri dari dua pendekatan utama, yaitu eksploitasi dan eksplorasi. Konsep ini menjelaskan bahwa dalam upaya adaptasi dan pertumbuhan, organisasi perlu memiliki kemampuan untuk menjaga keseimbangan antara strategi eksploitasi dan eksplorasi mereka (Levinthal, 1997).

March (1991) menyatakan bahwa strategi organisasi perlu mencapai keseimbangan antara memanfaatkan, mengembangkan, dan memperbaiki informasi yang sudah ada. Ini mengimplikasikan



# ENTREPRENEURSHIP



# Pemberdayaan UMKM Mak Pesek: Warung Tradisional yang Bertransformasi dengan Branding di SWK Dukuh Menanggal

Aries Kurniawan, Gancar Candra Premananto, Candraningrat Candraningrat, Adrianus Aprilius, Rizky Hidayat  
<https://doi.org/10.33086/bfj.v9i1.5828>

## PEMBERDAYAAN UMKM MAK PESEK: WARUNG TRADISIONAL YANG BERTRANSFORMASI DENGAN BRANDING DI SWK DUKUH MENANGGAL

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### ABSTRAK

Laporan ini menyajikan hasil analisis terhadap UMKM "Warung Mak Pesek." Warung Mak Pesek adalah bisnis kuliner yang menawarkan berbagai jenis makanan rumahan di Pusat Wisata Kuliner Dukuh Menanggal. Penelitian ini bertujuan untuk menganalisis kondisi internal dan eksternal UMKM tersebut, mengidentifikasi peluang dan tantangannya, serta memberikan rekomendasi untuk meningkatkan daya saing dan keberlanjutan bisnisnya. Metode penelitian yang digunakan dalam studi ini adalah kualitatif, dengan teknik pengumpulan data meliputi observasi dan wawancara dengan kepala Pusat Wisata Kuliner Dukuh Menanggal, pemilik, dan karyawan "Warung Mak Pesek." Data primer dikumpulkan melalui observasi langsung di lokasi bisnis, sedangkan data sekunder diperoleh dari laporan sebelumnya. Hasil penelitian menunjukkan bahwa "Warung Mak Pesek" memiliki produk yang disukai pelanggan dengan harga terjangkau tetapi memiliki kelemahan dalam pemasaran produk dan manajemen keuangan. Banyak warung lain yang menawarkan produk serupa, namun Ibu Sumirah, pemilik "Warung Mak Pesek," memiliki pelanggan setia dan tetap. Berdasarkan hasil penelitian, beberapa strategi pengembangan diusulkan, termasuk meningkatkan strategi pemasaran online, menerapkan sistem pencatatan keuangan, mendesain ulang spanduk yang lebih menarik, dan memberikan rekomendasi untuk pemasok bahan baku lainnya. Implementasi strategi-strategi ini diharapkan dapat membantu "Warung Mak Pesek" mencapai pertumbuhan yang berkelanjutan.

**Kata kunci:** UMKM, Kuliner, Pengembangan, Analisis, Strategi Bisnis

### ABSTRACT

This report presents the results of an analysis of the MSME "Warung Mak Pesek." Warung Mak Pesek is a culinary business that offers various types of homemade food at the Dukuh Menanggal Culinary Tourism Center. The study aims to analyze the internal and external conditions of the MSME, identify its opportunities and challenges, and provide recommendations to enhance its competitiveness and business sustainability. The research method used in this study is qualitative, with data collection techniques including observation and interviews with the head of the Dukuh Menanggal Culinary Tourism Center, the owner, and employees of "Warung Mak Pesek." Primary data were collected through direct observation at the business location, while secondary data were obtained from previous reports. The results indicate that "Warung Mak Pesek" has products favored by customers at affordable prices but has weaknesses in product marketing and financial management. Many other stalls offer similar products, but Mrs. Sumirah, the owner of "Warung Mak Pesek," has loyal and regular customers. Based on the research results, several development strategies are proposed, including enhancing online marketing strategies, implementing a financial recording system, redesigning a more attractive banner, and providing recommendations for other raw material suppliers. The implementation of these strategies is expected to help "Warung Mak Pesek" achieve sustainable growth.

**Keyword:** MSME, Culinary, Development, Analysis, Business Strategy



**OTHER**



# Evolution of the Study of Risk Management and Organizations: Bibliometric Analysis

Vella Nur Aisyah, Febry Prima Sanjaya, Indrianawati Usman, Andi Indra Saputra Alamsyah

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## Evolusi Studi Tentang Risk Management dan Organisasi: Analisis Bibliometrik

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**ABSTRAK**

Tujuan studi ini untuk mengevaluasi tren atau perkembangan studi tentang risk management dan organisasi melalui penelusuran dokumen publikasi. Metode yang dimaksimalkan yaitu dengan melakukan analisis bibliometrik. Sumber data berasal dari database Scopus. Alat analisis yang digunakan yaitu Vosviewer. Temuan utama dari penelitian ini menunjukkan adanya pertumbuhan signifikan dalam jumlah publikasi terkait manajemen risiko dan organisasi selama beberapa dekade terakhir. Amerika Serikat memimpin dalam jumlah publikasi. Dokumen-dokumen yang sering disitasi dalam studi ini juga memberikan wawasan tentang topik-topik yang paling relevan dalam penelitian ini, termasuk perencanaan strategis, penilaian risiko, manajemen risiko, dan banyak lagi. Namun, ada beberapa tema yang masih perlu dieksplorasi lebih lanjut, seperti peran manajemen akuntansi dan dampak manajemen risiko terhadap kinerja organisasi. Implikasi dari studi ini adalah pentingnya kesadaran dan pemahaman yang lebih baik tentang manajemen risiko dalam konteks organisasi modern.  
**Kata Kunci:** Manajemen risiko; organisasi; kinerja organisasi

**ABSTRACT**

*This study aims to evaluate trends or developments in studies on risk management and organizations by searching published documents. The method that is maximized is by carrying out bibliometric analysis. The data source comes from the Scopus database. The analysis tool used is Vosviewer. The main findings of this research indicate a significant growth in the number of publications related to risk management and organizations over the last few decades. The United States leads in the number of publications. The frequently cited documents in this study also provide insight into the most relevant topics in this research, including strategic planning, risk assessment, risk management, and more. However, several themes still need to be explored further, such as the role of accounting management and the impact of risk management on organizational performance. The implication of this study is the importance of better awareness and understanding of risk management in modern organizations.*  
**Keywords :** Risk management; organization; organizational performance

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