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Book of Abstract Conference Proceeding

10th. MASOS

Virtual Conference:
August 12, 2025

10th International Conference on Management Studies and Social Science

Conference Theme:
"Transformative Leadership and
Social Innovation: Paving the Way
for Sustainable Growth"

<https://www.masosconference.com>

Book of Abstract Conference Proceeding

The 10th International Conference on Management Studies and Social Science (10th MASOS)

**Virtual International Conference
August 12, 2025**



Book of Abstract Conference Proceeding
The 10th International Conference on Management Studies and
Social Science (10th MASOS)

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FOREWORD





Research Synergy Foundation is a digital social enterprise platform that focuses on developing the Global Research Ecosystem towards outstanding global scholars. We build collaborative networks among researchers, lecturers, scholars, and practitioners globally for the realization of knowledge acceleration and to contribute more to society and humanity. As a social enterprise, our aim is to provide a good research ecosystem and platform for researchers to share, discuss, and disseminate their ideas. In addition, it helps you to improve your research and contribute to the knowledge. Therefore, creating social value and impact is our priority.

From 2017 to 2024, more than 35.000 scholars have participated in our programs from Asia, Australia, Africa, America, and Europe continents. With the average of the increasing number of members by more than 5.000 each year, we continuously strengthen the global research ecosystem by having five support systems that are ready to help members from across the world.

There are various agendas (work and program) that we have already done since 2017 up to present. The agendas are coming from all the support systems in the Global Research Ecosystem, named: Scholarvein, ReviewerTrack, Research Synergy Institute, Research Synergy Press, and Global Research Community. Research and publication cannot be seen as a separate part. Otherwise, we should take both as a comprehensive program. Moreover, the quality of the paper is the biggest concern for publication. To achieve the Organization/University/ Institution goal, we provide some agendas that can support you in research and publication enhancement. Some of the prominent agendas are:

- a. International Conferences: It aims to create a "tipping point" of opportunities for participants to disseminate their research globally and have reputable scientific publication output.
- b. Scientific and Academic Writing Coaching Clinics: It aims to provide a targeted and intensive learning strategy for publishing papers in high-impact Scopus/ WOS international journals.
- c. Workshops: It aims to provide a vibrant learning forum to enhance the author's capability of scientific writing skills and the manuscript's quality.
- d. Learning and Knowledge Sharing Programs: It aims to provide the best practice and guide from the experts, editors, and publishers' perspectives in research and publication enhancement.
- e. Social Programs: It aims to empower and encourage society to share the value of creating an impactful program with us.

Research Synergy Foundation welcome all individuals, organizations/institutions (universities, governments, and private sectors) to be part of our Global Research Ecosystem.

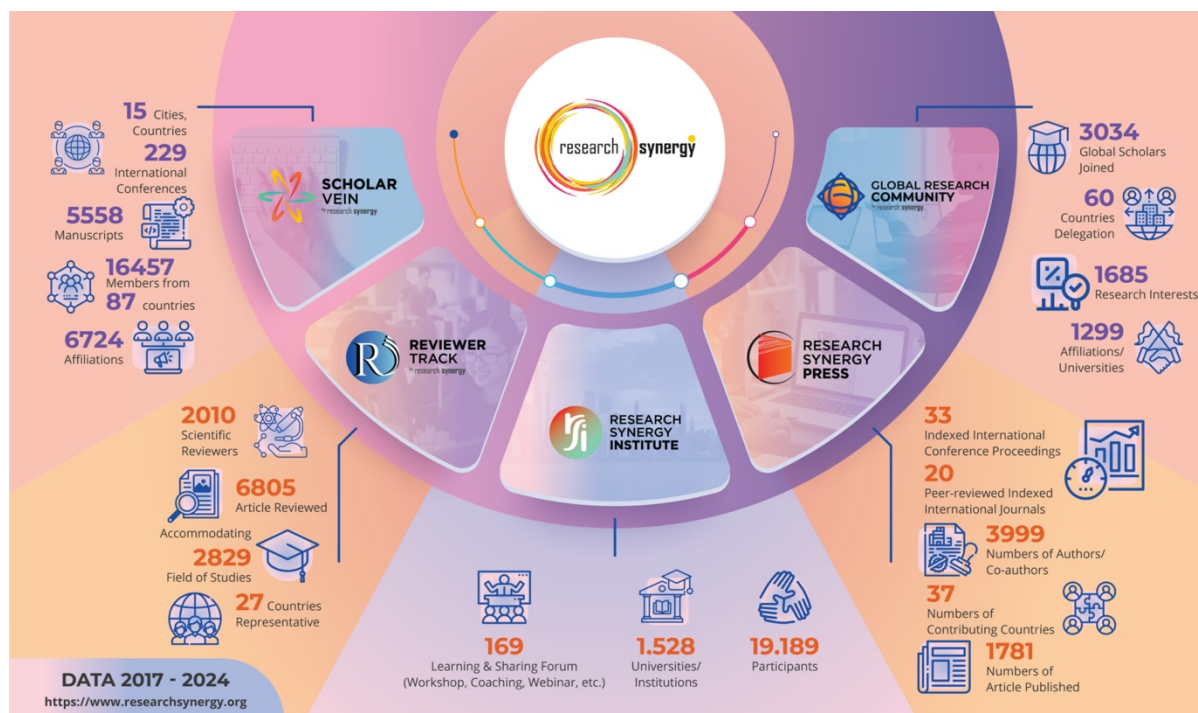


Figure: Global Research Ecosystem owned by Research Synergy Foundation (data from 2017 – 2024)

Please find other important links related to RSF profile:

- <https://www.researchsynergy.org/>
- <http://globalresearchecosystem.com/>
- <https://f1000research.com/rsf>
- <https://journals.researchsynergypress.com>
- <https://proceeding.researchsynergypress.com>
- <https://www.researchsynergysystem.com>
- <https://www.facebook.com/ResearchSynergy/>
- <https://www.instagram.com/researchsynergyfoundation/>
- <https://www.youtube.com/@researchsynergyfoundation8675>

TABLE OF CONTENTS

FOREWORD.....	4
TABLE OF CONTENTS.....	7
ORGANIZING COMMITTEE	9
SCIENTIFIC REVIEWER COMMITTEE	10
CONFERENCE CHAIR MESSAGE.....	11
CONFERENCE CHAIR.....	12
KEYNOTE SPEAKERS	13
SESSION CHAIRS.....	15
SPEAKER	17
CONFERENCE PROGRAM.....	19
LIST OF PRESENTERS	21
Track: Sustainability Studies	23
Economic and Livelihood Impacts of African Swine Fever in the Cordillera Administrative Region Shilden Grail Domilies ¹ , Mico Loncio ²	24
Track: Creative Business.....	25
From Capital to Commercialization: Accelerating Idea-to-Launch with Capital Resources and Gamified Open Innovation Hani Sirine.....	26
Track: Education	27
The Role of Moderate-To-Vigorous Physical Activity, Needs Satisfaction, and Psychological Motivation in the Teaching Performance of Health Optimizing Physical Education Teachers Samboy G. Nabor ¹ , Richie V. Mendoza ² , Nikki Crystel A. Elic ³	28
A Development Intervention Program for Research and Publishing Capability of Faculty Members Ernie Avila.....	29
Competencies of Teachers Across Gender Preferences in Division A: Basis for Capacity Building Program Meldrin Polopot.....	30
Strengthening Organizational Culture Through Commitment and Consistency: Basis of a Proposed Developmental Model for a State University in the Philippines Mary Kris Lavadia.....	31
Track: Management.....	32
The Role of Analyzing How Motivation, Discipline, and Organizational Culture Affect Employee Performance in Ditpolair Kopolairud M Fitrah Fadilah ¹ , Rita Yuni Mulyanti ² , Suhana ³	33
The Role of Work Environment and Motivation on Employee Performance at Kopolairud Baharkam Polri (Empirical Study of the Indonesian National Police's Marine Corps Baharkam) Iwayan Eka Satya	34
The Influence of Competency and Leadership on Member Performance with Work Discipline as a Moderating Variable Rahmad Ramadhan ¹ , Rita Yuni Mulyanti ² , Ahmadi ³	35

The Role of Motivation and Leadership on Performance of Satpolairud Patrol Ship Crew (Empirical Study on Ship Crew at Samarinda Police Department) Sapril ¹ , Rita Yuni Mulyati ² , Nova Rini ³	36
The Effect of Supervision and Discipline Implementation on the Performance of the ABK MP. Endurance Ship with Work Motivation as a Moderating Variable Roni Tampubolon ¹ , Lela Nurlaela Wati ² , Saiful Simanullangi ³	37
The Effect of Work Motivation and Leadership Style on Improving Employee Performance at PT. Pelayaran Sumber Rejeki Bahari Permai Dimas Wirahadi Kusuma ¹ , Lela Nurlaela Wati ²	38
The Role of Internal Communication and Work Discipline on Employee Performance at the Banten Regional Police Directorate of Water and Air Force Supriyadi ¹ , Lela Nurlaela Wati ²	39
The Role of Organizational Reputation in Strengthening the Influence of Service Quality and Marketing Communications on Customer Satisfaction Jamal Madya ¹ , Abdul Mukti Soma ² , Rama Yuli ³	40
Track: Organizational Studies	41
Analysis of Jogja Smart Service (JSS) Application Usage Factors: An Integration of the Umega Model-Public Value Fitalis Ghade	42
Track: Risk Management and Insurance	43
Knowledge in Action: Strengthening Financial Performance through Enterprise Risk Management in Higher Education Ummu Ajirah Abdul Rauf	44
Comparing Safety Standards and Practices in Public vs. Private Construction Projects: A Case Study in Camarines Sur Rey Rimando ¹ , Ar. Maynard M. Muhi ²	45
Track: Human Resources	46
The Impact of Organizational Support on Ethical Behaviour: The Moderating Role of Autonomy Mohammad Shamshul Arefin ¹ , Kalsom Binti Ali ² , ABD. Hakim Bin Mohad ³ , Taslima Jannat ⁴	47
Track: Marketing	48
Leveraging Corporate Social Responsibility to Strengthen Customer-Based Brand Equity in Ghana's Hospitality Industry Francis Osei ¹ , Boadi Mercy ² , Collins Kankam-Kwarteng ³ , Samuel Babae Ansong ⁴ , Alfred Owusu ⁵	49
Track: Economics	50
Improving the Socio-Economic Constraints of Fisher Folks by Understanding Followership on the Implementation of Fish Landing Maria Gisela Calambas	51
CLOSING REMARKS	52
Future Events	53

ORGANIZING COMMITTEE

Conference Chair

Dr. Hendrati Dwi Mulyaningsih

Founder and Chief Executive Officer of Research Synergy Foundation

Organizing Committee

Santi Rahmawati, S.T., M.S.M.

Research Synergy Foundation

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Research Synergy Foundation

SCIENTIFIC REVIEWER COMMITTEE

Dr. Najafi Auwalu Ibrahim - Bayero University Kano, Nigeria

Dr. S. Rabiyyathul Basariya - Global College Malta

Eric Agullana Matriano, Ed. D., Ph. D - Columban College, Inc., Phillipines

Prof. Chia Pin Kao - Southern Taiwan University of Science and Technology, Taiwan

Dr. Piyanard Ungkawanichakul - Srinakharinwirot University, Thailand

Dr. Moawiah Awad Abdulraheem Alghizzawi - Universiti Sains Islam Malaysia (USIM), Jordan

Dr. Dr. Kshitij G. Trivedi - School of Management, PP Savani University, India

Dr. Mageswari Ranjanthran - Sunway University Business School

CONFERENCE CHAIR MESSAGE

Distinguished Participants and Guest,
Excellencies, Ladies, and Gentlemen

Good morning, esteemed guests, respected attendees, and beloved members of our community. It is with great pleasure that I extend a warm welcome to each and every one of you on this special occasion. Today marks a significant milestone in our shared journey as we gather for "The 10th International Conference on Management Studies and Social Science (10th MASOS)" organized by the Research Synergy Foundation and Polytechnic University of the Philippines. I am deeply honored to address you all as we embark on this remarkable event.

Hosting this conference has been a privilege, and we extend our heartfelt gratitude to our esteemed Keynote Speakers:

- Dr. Anna Ruby P. Gapasin
VP for Research, Extension and Development of Polytechnic University of The Philippines

and also to our Session Chairs:

- Dr. Najafi Auwalu Ibrahim
Bayero University Kano
- Dr. S. Rabiyyathul Basariya
Global College Malta

The conference aims to provide a platform for gathering scholars, researchers, and practitioners to disseminate ongoing research related to Management and Social Science areas. The conference seeks to generate new insights and solutions to the global community's complex challenges by bringing together diverse perspectives and expertise in the interdisciplinary fields. In today's interconnected world, addressing complex challenges requires a multifaceted approach that draws upon insights from diverse fields.

Furthermore, I encourage each of you to be actively engaged in discussions, share insights, and make the most of the wealth of knowledge that will be imparted during this conference.

I extend heartfelt gratitude to each and every one of you for being with us today, particularly our Keynote Speaker, Session Chairs, Scientific Reviewers, Conference Committee, Presenters, and Attendees from around the globe. Despite gathering virtually, your participation and enthusiasm serve as inspiration to us all. I am hopeful for a smooth and successful conference ahead. Thank you.

Best regards,

Dr. Hendrati Dwi Mulyaningsih
Conference Chair of 10th MASOS

CONFERENCE CHAIR



Dr. Hendrati Dwi Mulyaningsih

Co-Conference Chair of 10th MASOS

Founder and Chief Executive Officer of Research Synergy Foundation

Dr. Hendrati Dwi Mulyaningsih is the chairperson and founder of Research Synergy Foundation that has shown great commitment on creating Global Network and Research Ecosystem. This GNR ecosystem has been developing since 2017 up to the present and having increasing numbers of the member up to more than 35.000 from all around the globe. Her passion in how to create impact and co creation value among all the stake holder of RSF has made her focus on upholding integrity in the scientific process through enhancement of RSF's support-support system as like Reviewer track, Scholarvein, Research Synergy Institute and Research Synergy Press. Thus, her work in this area has made her as the Nominee of Impactful Leadership Awards from Tallberg Foundation Sweden 2019 and 2024.

As lecturer, she has been working in the University since 2008 – at present in Indonesia as assistant professor and she hold her Doctoral Science of Management graduated from School of Business and Management Institute of Technology Bandung (SBM-ITB) and she has strong interest to her research project as well as her research field in Social Entrepreneurship, Social Innovation and Knowledge Management.

As researcher, her work studies and research on this research field made her be invited as reviewer in many reputable Scopus and WOS indexed journals and as keynote speaker in many International Conferences in Philippines, Thailand, Malaysia, Indonesia, Australia, Japan, and US. She also has shown her great passion on writing her research study into some books chapter, papers and contemporary scientific articles that has already been published in Springer, Emerald, Taylor and Francis and in many reputable international publishers. The terrific association between her professional experiences as researcher, lecturer, the certified Trainer & Coach combined with her wider horizon on networking in the research area made her establish the strong commitment on having global learning platform to accelerate knowledge through many workshops and research coaching in Research Synergy Institute as one of RSF's support system.

KEYNOTE SPEAKERS



Dr. Anna Ruby P. Gapasin,

**VP for Research, Extension and Development
Polytechnic University of The Philippines**

Dr. Anna Ruby P. Gapasin stands as a transformative leader whose visionary guidance has redefined the research, extension, and development landscape at the Polytechnic University of the Philippines (PUP) since her appointment as Vice President in June 2018. Under her strategic leadership, PUP has experienced a remarkable elevation of its research productivity, scholarly publications, and community engagement, aligning closely with the national development priorities set by CHED, NEDA, DOST, and the Philippine Development Plan. Dr. Gapasin is not merely an administrator but the architect orchestrating a complex web of research institutes and extension programs that yield measurable social impact and academic prominence.

At the core of Dr. Gapasin's leadership is her unwavering commitment to fostering a culture of research excellence and social innovation. She has successfully empowered faculty and researchers through capacity-building initiatives, robust policy frameworks, and strategic resource allocation that collectively drive sustained growth in high-quality outputs. Her stewardship has led to significant increases in funded research projects, publications in peer-reviewed journals, and presentations at national and international forums, positioning PUP as a key contributor to Philippine higher education and research advancement.

Dr. Gapasin also champions extension programs that translate academic knowledge into practical community benefits. Her oversight ensures that these initiatives achieve demonstrable social outcomes, highlighting PUP's role as an agent of inclusive development. As chairperson of critical committees evaluating research proposals and extension projects, she maintains stringent quality standards, leveraging her expertise as a Certified Internal Quality Auditor and Quality Champion to embed institutional excellence throughout PUP's academic and outreach endeavors.

Dr. Gapasin's influence transcends research and extension; she is a formidable institutional leader recognized for spearheading PUP's pursuit of the Philippine Quality Award, a testament to her dedication to organizational performance and excellence. Her advocacy in gender mainstreaming has initiated cultural shifts towards greater equity and inclusion. She commands strategic roles across pivotal university committees, amplifying her impact on governance, performance management, and heritage preservation.

Her professional journey reflects a deep-seated commitment to education and leadership. Prior to her vice presidency, Dr. Gapasin served as University/Board Secretary, Head Executive Assistant to the President, Executive Director of the Open University System, and Chairperson of the Department of Broadcast Communication. These roles underscore her administrative acumen, mentoring capacity, and her successful initiation of programs. Moreover, her experience as a broadcast journalist and media relations officer for national government officials showcases her ability to effectively communicate and engage diverse audiences, further enriching her multifaceted leadership profile.

Dr. Gapasin's academic foundation is firmly grounded in communication and educational management, holding a Doctorate in Educational Management, a Master's degree in Mass Communication, and Bachelor's degree in Communication Arts. This interdisciplinary background fuels her dynamic approach to leadership, seamlessly blending scholarly rigor with practical application. She is also committed to continuous growth and excellence, Dr. Gapasin has pursued advanced professional education to sharpen her leadership and communication skills. She took up an executive education program in leadership at the University of Pennsylvania's Wharton School, funded by the Commission on Higher Education. This advanced training enhances her

strategic and managerial capabilities in a global academic environment. Additionally, she was awarded a full fellowship by the Konrad Adenauer Stiftung to study journalism at the Asian Center for Journalism, Ateneo de Manila University, further strengthening her expertise in media and communication.

Her international engagements are extensive, including participation in Erasmus+ and DOST-funded initiatives and scholarly contributions spanning Europe, the United States, and Asia. These global partnerships have resulted in significant Memoranda of Understanding with foreign universities and have enriched PUP's research and extension activities. Nationally, Dr. Gapasin serves as a key advisor and active participant in multiple professional organizations and government policy forums, influencing education and development agendas.

Dr. Anna Ruby P. Gapasin embodies the essence of a transformative academic leader—one who relentlessly advances research and extension, fosters social innovation, uplifts institutional quality, and shapes future generations. Her stewardship continues to inspire progressive change at PUP and the broader academic community.

SESSION CHAIRS



Dr. Najafi Auwalu Ibrahim
Bayero University Kano

Prof. Najafi Auwalu Ibrahim is a Visiting Professor of Entrepreneurship and Strategic Management at the University of Lay Adventists of Kigali, Rwanda, under the Nigerian Technical Aid Corps (NTAC) program. Hailing from Rijiyar Lemo in Kano State, Nigeria, he has an impressive academic background, with a second-class upper division Bachelor of Business Administration from Usmanu Danfodio University, Sokoto, Nigeria. Dr. Najafi secured a scholarship for his M.Sc. Management and PhD Entrepreneurship from University Utara Malaysia (Eminent Management University), from the Kano State Government and Universiti Utara Malaysia respectively.

He has served as Coordinator of Masters in Entrepreneurship Dangote Business School, Level Coordinator and Examination Officer of Dept of Business Admin, respectively. He has taught courses in entrepreneurship and strategy at both undergraduate and graduate levels at Bayero University, Kano and the American University of Nigeria, Yola, using the opportunity to mentor young entrepreneurs in starting new businesses. He was a Senate member of the university, a representative of the Senate at SBC and a member of many committees.

He is a team member of ongoing research under the TETFUND National Research Fund (NRF) titled "Effect Of Entrepreneurship Education Programme On Students Entrepreneurial Intention and Self Employment". Najafi has presented papers at local and international conferences, written articles in the high impact factor journals, and served as a reviewer to many International Journals. He also received the Best Presenter Award at the AFAP Conference 2014. He is an expert in SPSS and SmartPLS, a second-generation analytical tool.

As a certified Business Development Service Provider (BDSP), he has consulted for many local and international businesses and organisations such as UNCHR through the Atiku Institute for Development (AID), LINKS and NISP Nigeria. He is dedicated to establishing effective networks among key stakeholders, with a simple mission of driving economic inclusion and wealth creation through entrepreneurship development, making a significant contribution to sustainable development and social impact.

SESSION CHAIRS



Dr. S. Rabiya Basariya
Global College Malta

Dr. S. Rabiya Basariya is a distinguished academician and researcher with extensive experience in business administration, finance, and commerce. Currently serving as a Professor at Global College Malta. She has held key positions at esteemed institutions, including the B.S. Abdur Rahman Crescent Institute of Science and Technology and the Lebanese French University @ Erbil. With a Ph.D. from Madurai Kamaraj University, India, she has guided multiple Ph.D. and M.Phil. scholars.

An expert in curriculum development, online education, conference coordination, and research publication, Dr. Rabiya has authored over 120 research articles, including more than 37 Scopus-indexed papers. She has received numerous accolades, including the “Best Excellent Professor Icon Awards” in 2019 and 2020. A certified TOEFL and IELTS professional, she excels in virtual learning platforms.

Her research contributions span financial accounting, HRM, and marketing, making her a highly regarded academic leader and mentor in higher education.

SPEAKER



Santi Rahmawati, M.S.M.

Founder & Chief of Operating Officer of Research Synergy Foundation

Santi is a Founder and Chief of Operating Officer (COO) of the Research Synergy Foundation (RSF). She actively engaged with scholars around the world for strengthening the Global Research Ecosystem. As the Director of Scholarvein, she creates, maintains, and develops the integrated system for managing international scientific conference and forum since 2017 up to 2024 and already give benefit to more than 16.457 participants coming from >87 countries. With the combination of engineering and management science educational background, she has built the optimum workflow for scholars to contribute more to the society and humanities. Santi holds her bachelor's degree of industrial engineering from Universitas Indonesia (UI). Furthermore, she had received her Master of Science Management (focusing on Entrepreneurship and Technology Management) from Institut Teknologi Bandung (ITB) in 2015. Santi has appointed as a Gateway Advisor in F1000Research (Scopus Q1) and Taylor & Francis Open Access Advisor (Scopus Q1, Q2 & WOS). She has already been an editor of three published books (both published by Routledge, Taylor & Francis), a reviewer in many reputable international journals, an author and co-authored multiple international research articles and book chapters.



Prof. Veronica Sarcino-Almase, DBA

Polytechnic University of Philippines Ragay Camarines Sur, Philippines

Dr. Veronica Sarcino-Almase currently serves as the Campus Director of PUP Ragay, Camarines Sur. Formerly the Faculty Extensionist of PUP Lopez, she led community development programs and academic outreach initiatives from 2016 to 2022. She earned her Master's in Educational Management and Doctorate in Business Administration from the Polytechnic University of the Philippines (PUP), and further enhanced her skills with a short course in Basic Project Management from the Development Academy of the Philippines in 2020.

Dr. Almase is an active researcher and has presented papers at national and international conferences in countries such as Korea, Malaysia, Thailand, Indonesia, the USA, and Singapore. Her work has been published in various peer-reviewed journals, including KnE Social Sciences, TOJQI, RIGEO, and INT-JECSE. She has received multiple awards including Best Presenter and Outstanding Marketing Educator.

She served as President of the Soroptimist International of the Americas Philippines Region (2022–2024) and held key leadership roles in national academic organizations. As a volunteer mentor for DTI's Kapatid Mentor Me Program, she supports micro-entrepreneurs in Quezon Province. A dedicated educator and leader, Dr. Almase actively contributes to curriculum development, faculty training, and internationalization efforts within PUP.

SPEAKER



Felicitas C. Trinidad, M.Psy., RPm, CHRA

***Director Office of International Affairs,
Polytechnic University of the Philippines***

Felicitas C. Trinidad is a dedicated academic leader and mental health practitioner, currently serving as Director of the Office of International Affairs at the Polytechnic University of the Philippines (PUP). Since her appointment in November 2024, she has been instrumental in fostering global academic collaborations, managing partnerships with overseas institutions, and ensuring the smooth implementation of international programs, agreements, and student mobility initiatives.

With over a decade of professional experience, Ms. Trinidad previously served as Chief of the Exchange and Study Program Section, where she oversaw inbound academic and cultural exchanges, facilitated the enrollment of foreign students, and supported faculty participation in international fora. An Assistant Professor IV in the Department of Psychology since 2016, she has delivered lectures, developed instructional materials, and authored research aligned with Outcomes-Based Education.

A Registered Psychometrician (RPm), Certified Human Resource Associate (CHRA), and Mental Health Trauma Practitioner, she holds a Master in Psychology from PUP, a Bachelor of Arts in Psychology from the Philippine Christian University, and is currently pursuing her Doctor of Philosophy in Psychology at PUP. Her diverse background in higher education, human resources, and mental health advocacy reflects her commitment to excellence, global engagement, and student well-being.

CONFERENCE PROGRAM

Tuesday | August 12, 2025

https://www.masosconference.com				Organized by:  			
CONFERENCE PROGRAM							
10th International Conference on Management Studies and Social Science (10th MASOS) VIRTUAL CONFERENCE: 12 August 2025							
Tuesday, 12 August 2025							
Jakarta Time (UTC+7)		Dur'		Activity			
Main Room: <i>*Please note that ALL conference TIME is in Jakarta Time/ WIB/ UTC+7. Please check your time zone.</i>				Join Zoom Meeting https://us06web.zoom.us/j/82074383004?pwd=wlQRb0h6zsnmwgCJ0fGscu2tmMFzL9.1 OR https://bit.ly/10thmasos Meeting ID: 820 7438 3004 Passcode: 10thMASOS			
8:50	-	8:55	0:05	Participant Login and Join Virtual Conference			
8:55	-	9:00	0:05	Welcoming and Conference Agenda announcement by MC			
9:00	-	9:10	0:10	Welcome Remarks of The 10th MASOS Conference Dr. Felicitas C. Trinidad, M.Psy., Rpm, CHRA Director Office of International Affairs, Polytechnic University of the Philippines			
9:10	-	9:30	0:20	Global Research Ecosystem Introduction Dr. Hendrati Dwi Mulyaningsih Conference Chair of 10th MASOS Founder and Chief Executive Officer of Research Synergy Foundation			
9:30	-	9:35	0:05	E-Group Photo			
9:35	-	10:15	0:40	Keynote Speaker Session Dr. Anna Ruby P. Gapasin VP for Research, Extension and Development Polytechnic University of The Philippines			
10:15	-	10:20	0:05	Token of Appreciation for Keynote Speaker			

10:20	-	11:10	0:50	Mini Workshop from Research Synergy Institute: “Understanding F1000 Research Requirement and Practical Guideline: Scopus Q1, Q2 Open Research Publishing Platform”
11:10	-	11:25	0:15	Announcement and preparation of Academic Online Parallel Presentation Session
11:25	-	12:25	1:00	Lunch Break (Video played: Research Synergy Foundation Profile; Polytechnic University of the Philippines Profile; 10th MASOS Agenda & Sessions)
Academic Online Presentation Session				
12:25	-	12:30	0:05	Session Chair Introduction: Main Room: Dr. Najafi Auwalu Ibrahim - Bayero University Kano, Nigeria Breakout Room 1: Dr. S. Rabiyyathul Basariya - Global College Malta
12:30	-	15:00	2:30	Online Presentation Session, maximum 10 presenters 15 minutes/presenter
15:00	-	15:10	0:10	Awarding Certificate of Presentation, Testimonial, and Post-conference information announcement
15:10	-	15:20	0:10	Short Break
15:20	-	15:35	0:15	Awarding Ceremony Best Presentation Best Paper Session Chairs Recognition
15:35	-	15:40	0:05	Closing Speech of 10th MASOS Prof. Veronica Sarcino-Almase, DBA Polytechnic University of Philippines Ragay Camarines Sur, Philippines

LIST OF PRESENTERS

Tuesday | August 12, 2025

Room: Main Room

Time: 12:25 - 15:10 (UTC+7)

Session Chair: Dr. Najafi Auwalu Ibrahim - Bayero University Kano, Nigeria

Management		
Paper ID	Presenter	Paper Title
MSO25123	Supriyadi	The Role of Internal Communication and Work Discipline on Employee Performance at the Banten Regional Police Directorate of Water and Air Force
MSO25120	Roni Tampubolon	The Effect of Supervision and Discipline Implementation on the Performance of the Abk MP. Endurance Ship With Work Motivation as a Moderating Variable
MSO25122	Jamal Madya	The Role of Organizational Reputation in Strengthening the Influence of Service Quality and Marketing Communications on Customer Satisfaction

Creative Business		
Paper ID	Presenter	Paper Title
MSO25102	Hani Sirine	From Capital to Commercialization: Accelerating Idea-to-Launch with Capital Resources and Gamified Open Innovation

Sustainability Studies		
Paper ID	Presenter	Paper Title
MSO25113	Mico Loncio	Economic and Livelihood Impacts of African Swine Fever in the Cordillera Administrative Region

Economics		
Paper ID	Presenter	Paper Title
MSO25112	Maria Gisela Calambas	Improving the Socio-Economic Constraints of Fisher Folks by Understanding Followership on the Implementation of Fish Landing

Education		
Paper ID	Presenter	Paper Title
MSO25110	Ernie Avila	A Development Intervention Program for Research and Publishing Capability of Faculty Members
MSO25111	Meldrin Polopot	Competencies of Teachers Across Gender Preferences in Division A: Basis for Capacity Building Program
MSO25115	Mary Kris Lavadia	Strengthening Organizational Culture Through Commitment and Consistency: Basis of a Proposed Developmental Model for a State University in the Philippines

LIST OF PRESENTERS

Tuesday | August 12, 2025

Room: Breakout Room 1

Time: 12:25 - 15:10 (UTC+7)

Session Chair: Dr. S. Rabiyyathul Basariya - Global College Malta

Management		
Paper ID	Presenter	Paper Title
MSO25116	M Fitrah Fadilah	The Role of Analyzing How Motivation, Discipline, and Organizational Culture Affect Employee Performance in Ditpolair Korpolairud
MSO25118	Rahmad Ramadhan	The Influence of Competency and Leadership on Member Performance with Work Discipline as a Moderating Variable
MSO25119	Sapril	The Role of Motivation and Leadership on Performance of Satpolairud Patrol Ship Crew (Empirical Study on Ship Crew at Samarinda Police Department)
MSO25121	Dimas Wirahadi Kusuma	The Effect of Work Motivation and Leadership Style on Improving Employee Performance at PT. Pelayaran Sumber Rejeki Bahari Permai

Marketing (outline)		
Paper ID	Presenter	Paper Title
MSO25108	Francis Osei	Leveraging Corporate Social Responsibility to Strengthen Customer-Based Brand Equity in Ghana's Hospitality Industry

Risk Management and Insurance		
Paper ID	Presenter	Paper Title
MSO25104	Ummu Ajirah Abdul Rauf	Knowledge in Action: Strengthening Financial Performance through Enterprise Risk Management in Higher Education



Track: Sustainability Studies



Economic and Livelihood Impacts of African Swine Fever in the Cordillera Administrative Region

| Shilden Grail Domilios¹, Mico Loncio²

¹Abra State Institute of Sciences and Technology, ²University of the Cordilleras

Abstract

Background – African Swine Fever (ASF) has severely impacted the swine industry in the Cordillera region, where hog raising is a key part of local culture and economy. Recent years have seen a decline in hog inventory and production, which threatens rural livelihoods and food supply chains.

Purpose – This study aims to estimate the future economic impact of ASF on the swine population and associated income in the Cordillera region through population simulations. It also seeks to conceptually explore the broader effects on rural households and agribusinesses.

Design/methodology/approach – A mixed-methods approach is used. The quantitative part simulated swine population trends using historical data under different scenarios—one without ASF and others with varying levels of ASF impact. Income losses are estimated based on standard slaughter weight and recent farmgate prices. The qualitative part includes interviews with key stakeholders to understand social and economic disruptions.

Findings – Simulations revealed a major difference in projected pig populations and income between the no-ASF scenario and the ASF-affected ones. This indicated significant income losses and a lasting economic burden on the region's swine industry. Meanwhile, farmers reported emotional stress, financial strain, and uncertainty due to repeated ASF outbreaks, especially among small-scale producers with limited recovery options. Other stakeholders also experienced disruptions, with movement restrictions and reduced pig availability affecting their income and business stability. However, some communities showed resilience, which offered early signs of sustainable recovery and adaptive coping strategies.

Research limitations – Projections rely on simulation assumptions for growth and reduction rates, which are derived from historical data. Monetary calculations use average farmgate prices from a recent year and do not account for future market volatility.

Originality/value – This study offers novel predictions about ASF's financial impact in CAR, providing a perspective into different future possibilities for a region at risk. It also shows how important it is to combine number-based studies with real-life experiences in future research for sustainable agricultural planning.

Keywords: African Swine Fever, Economic Impact, Livelihood Impact, Swine, Cordillera Administrative Region



Track: Creative Business



From Capital to Commercialization: Accelerating Idea-to-Launch with Capital Resources and Gamified Open Innovation

| Hani Sirine

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Abstract

Background – In the rapidly evolving digital economy, the ability of SMEs to translate ideas into market-ready products swiftly termed product innovation velocity has become a strategic imperative. While capital remains a fundamental input, emerging perspectives emphasize that internal capital, including human capabilities, knowledge assets, and organizational routines, may outperform external financial injections in sustaining innovation agility. In this light, gamified innovation contests are increasingly deployed as a behavioral accelerator, yet their motivational alignment with SME culture remains underexplored.

Purpose – This study investigates how internal capital and external capital propel product innovation velocity in SMEs, with gamified innovation engagement as a mediating mechanism. It further examines the motivational dynamics underpinning gamification through the lens of Self-Determination Theory, addressing when gamification enhances—or impedes—innovation performance.

Design/methodology/approach – Using a cross-regional survey of 200 SMEs in five Indonesian cities (Jakarta, Surabaya, Semarang, Salatiga, and Surakarta), this research employs Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the causal pathways among internal capital (X2), external capital (X1), gamification engagement (Z), and product innovation velocity (Y). The model integrates theoretical constructs from open innovation, gamification studies, and motivational psychology to yield a nuanced holistic framework.

Findings – The analysis confirms that internal capital significantly and positively influences product innovation velocity, both directly and indirectly via gamification engagement. External capital showed a limited effect. However, gamification misaligned with intrinsic motivational drivers diminished its catalytic role. These findings highlight the conditional nature of gamification as a strategic innovation enabler.

Research limitations – The study is limited by its cross-sectional design, geographic scope, and reliance on perceptual measures, which may not fully capture long-term innovation outcomes. Future research could adopt a longitudinal design to observe changes over time and better assess causality. Additionally, expanding the geographic coverage and incorporating objective performance metrics would enhance the robustness and external validity of the results.

Originality/value – This research pioneers a novel integration of capital typologies, gamification strategies, and motivational theory to explain SME innovation dynamics. By illuminating when and how gamification works particularly under constrained internal resources, this study offers a high-impact framework for policymakers and innovation strategists seeking to engineer rapid innovation within emerging economies.

Keywords: Product Innovation Velocity, Internal Capital, Gamified Engagement, SMEs, Creative Business

Track: Education

The Role of Moderate-To-Vigorous Physical Activity, Needs Satisfaction, and Psychological Motivation in the Teaching Performance of Health Optimizing Physical Education Teachers

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¹Eduardo Barreto Sr. National High School, ²City College of Calamba, ³Emilio Aguinaldo College

Abstract

Background – This study was conducted in response to increasing concerns regarding the well-being and performance of Physical Education (PE) teachers. Over the years, the significance of PE has been institutionalized through legislative measures such as the Enhanced Basic Education Act of 2013, which emphasized the holistic development of students. Despite these advancements, the delivery of quality physical education is uneven, often hindered by limited resources, inadequate facilities, and disparities in teacher training across regions.

Purpose – Recognizing the physically and psychologically demanding nature of PE instruction, the study aimed to investigate how engagement in moderate-to-vigorous physical activity (MVPA), satisfaction of basic psychological needs, and psychological motivation influence teaching performance. It also examined differences based on teachers' demographic profiles.

Design/methodology/approach – The study employed a quantitative descriptive-correlational design involving PE teachers from diverse school affiliations, varying in age, sex, and years of teaching experience.

Findings – Findings revealed that PE teachers were moderately engaged in MVPA and reported generally high levels of need satisfaction and intrinsic motivation. Teaching performance was consistently rated as high. Significant differences were observed in motivation and need satisfaction based on years of teaching experience and school affiliation. Furthermore, significant positive correlations were found between MVPA, psychological need satisfaction, motivation, and teaching performance. The study concludes that greater engagement in physical activity and the fulfillment of psychological needs are associated with enhanced motivation and improved teaching performance.

Research limitations – Key limitations of the study include its concentration on PE teachers rather than other subject teachers, as the research seeks to explore the unique physical, psychological, and professional challenges faced in this discipline.

Originality/value – This research contributes a novel integrative framework by linking physical activity, motivation, and performance in the context of PE teaching within the Philippine educational landscape.

Keywords: Physical Education, moderate-to-vigorous physical activity, needs satisfaction, psychological well-being motivation, mixed sequential explanatory design

A Development Intervention Program for Research and Publishing Capability of Faculty Members

| Ernie Avila

Polytechnic University of the Philippines-Ragay

Abstract

Background – A study was conducted for the development of an intervention program for research and publishing capability of faculty members.

Purpose – A study was conducted for the development of an intervention program for research and publishing capability of faculty members.

Methodology – A total of 43 regular faculty members from the 21 branches and campuses of PUP surveyed using Google Forms..

Findings – Results of the study revealed that the Research Capability of the Faculty Members of the PUP system were: background of research, statement of the problem/research objective; review of related literature and studies; methodology; statistical treatment of data; and presentation, analysis and interpretation of data were verbally interpreted as much capable. The paper publishing capability of the faculty members of the pup system were: aims and scope, article type, length, and format; assessing the journal's bibliometric indexing; and submitting and uploading the paper to identified journal were verbally rated as much capable. And the intervention program developed for research and publishing capability of faculty members focused on the regular checking of the utilization of branch research fund and faculty development fund, low research fund utilization and generation, low acceptability, visibility and integration of research agenda, no local in-house review, low turnout of submission for external and internal research projects, among others.

Research Limitations – limited to the faculty members of PUP Only.

Originality/Value – This paper has not been published elsewhere and is timely and relevant to the needs of the faculty members on research and publications.

Keywords: *Research, Publication, Intervention Program, Faculty Members.*

Competencies of Teachers Across Gender Preferences in Division A: Basis for Capacity Building Program

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Abstract

Background – This research aims to examine the competency levels of public elementary teachers by the National Competency-Based Teacher Standards (NCBTS) and the challenges they face related to gender. The study involved 696 participants from five municipalities, with consent obtained from the Schools Division Superintendent.

Purpose – The research concentrates on developing a capacity building program.

Design/methodology/approach – Mixed method of research design was used which involves both quantitative and qualitative research. Collaizzi's Method was used to treat the significant statements of the participants. Percentage and weighted mean were used to treat the quantitative parts.

Findings – The findings indicated that most respondents were aged between 31 and 35, predominantly women, and married. A significant number held a Bachelor's Degree and had completed Master's level coursework, with teaching experience ranging from 6 to 10 years. Further results showed both similarities and differences in the challenges faced in the teaching profession concerning gender identity. Women, as well as gay and bisexual individuals, scored highest in terms of competence levels as assessed by NCBTS, where they were described as experts. In contrast, men and lesbians received lower scores, categorized as experienced according to NCBTS. Additionally, transgender individuals and those with other gender identities received the lowest scores, also described as experienced. Consequently, the study suggests a necessity for a proposal for a capacity-building program and further research on this pertinent topic. The study also recommends that educators should complete their studies and participate in additional training sessions, seminars, workshops, and other relevant activities to improve their teaching skills and competencies. It is further suggested that the academic community foster an environment of camaraderie, friendship, equality, trust, professionalism, and acceptance among its members.

Research limitations – This research is only limited to the teachers of 1st congressional district of Camarines Sur for year 2023-2024, with 696 respondents for quantitative data and 10 participants for qualitative data.

Originality/value – This study which focuses on gender preferences is seldom researched. - This study uses statements of the participants based on their perceptions and emotions. - New interpretation can be formulated if the researcher does not carefully weigh the ideas.

Keywords: Competence, Gender Preference, LGBT, Capacity Building Program, NCBTS

Strengthening Organizational Culture Through Commitment and Consistency: Basis of a Proposed Developmental Model for a State University in the Philippines

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Abstract

Background – Organizational culture is crucial for driving systemic change and success in contemporary workplaces by promoting flexibility, collaboration, and employee motivation, especially amid challenges like technology and globalization (Lauth, 2017; Agarwal, 2022). However, practices like "culture washing" can hinder authentic improvements in employee satisfaction and performance, emphasizing the need for alignment between personal characteristics and organizational values to reduce turnover and enhance overall effectiveness (Schmidt, 2020; Kuronzwi, 2019).

Purpose – This research study aimed to determine the PUP-Ragay Campus organizational culture through commitment and consistency. Specifically, this study has the following objectives: 1.) determine the level of commitment and consistency of stakeholders of PUP Ragay; 2.) determine the significant relationship between commitment and consistency; and 3.) design an organizational development model for PUP.

Design/methodology/approach – The researcher developed a modified survey questionnaire with 45 items rated on a 5-point Likert scale, incorporating demographic data and scales for commitment and consistency. This questionnaire was adapted from IPIP-NEO, Mowday, Steers and Porter's Organizational Commitment Scale, and the Denison Organizational Culture Survey tools. A descriptive-correlational research design was utilized to explore the relationship between commitment and consistency among stakeholders. By analyzing these correlations, the study aimed to determine how these elements of organizational culture interrelate.

Findings – The study highlighted a high level of organizational pride (4.81) and a strong organizational culture (4.61) among stakeholders, indicating a strong foundation for institutional change. A significant positive correlation (r -value of 0.722) was identified between stakeholder commitment and performance consistency, suggesting that greater commitment enhances overall effectiveness. To support this change, the PUP Organizational Development Framework was developed, consisting of three phases—Planning, Unrolling, and Progress-Tracking—each equipped with analytical tools to guide and evaluate the transformation process.

Research limitations – The research aimed to assess the commitment and consistency of permanent and temporary faculty and administrative employees at PUP-Ragay Campus for the A/Y 2023–2024 to guide an organizational development model. While it focused on these groups, the study acknowledged that excluding part-time faculty might overlook the broader range of stakeholder experiences and attitudes.

Originality/value – This study advocated for tailored strategies aligned with institutional goals to boost individual performance and address campus challenges, while also suggesting cross-campus comparisons to inform policy development for higher education administrators.

Keywords: organizational culture, commitment, consistency, institutional developmental model, state university.



Track: Management



The Role of Analyzing How Motivation, Discipline, and Organizational Culture Affect Employee Performance in Ditpolair Korpolaairud

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Abstract

Background – Human resources are a crucial element in any security institution. To ensure that management operations function effectively, personnel must possess a high level of knowledge and expertise. Enhancing the performance of personnel requires effective organizational management, which includes fostering motivation and enforcing discipline. The performance of police officers plays a vital role in achieving institutional goals aligned with the vision and mission of the police force.

Purpose – The purpose of this research is to examine research results regarding motivation, work discipline and organizational culture on employee performance in the Ditpolair Korpolaairud environment

Design/methodology/approach – A quantitative research approach was employed in this study, involving the collection of survey data from 60 individuals working within the Ditpolair division of the Korpolaairud Directorate. Data analysis uses Smart PLS software with a Structural Equation Modeling (SEM) approach.

Findings – The findings of this study indicate that motivation contributes positively and significantly to employee performance. Similarly, work discipline also plays a role in enhancing performance, while organizational culture demonstrates a notable and beneficial impact on employee performance.

Research limitations – The scope of this research only covers information on research results. Concerning motivation, work discipline, and organizational culture in relation to employee performance at environment Ditpolair Korpolaairud.

Originality/value – Based on the results of previous research related to research on motivation, work discipline and organizational culture, employee performance differs because it is generalized to the Air Directorate and Korpolaairud.

Keywords: The Influence of Motivation, Work Discipline and Organizational Culture on Employee Performance.

The Role of Work Environment and Motivation on Employee Performance at Korpolaairud Baharkam Polri (Empirical Study of the Indonesian National Police's Marine Corps Baharkam)

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Abstract

Background – Companies certainly expect employees to have positive performance and influence the surrounding environment. It is very important in a company or institution to have a high sense of responsibility balanced with motivation and the surrounding environment, so that employees with maximum performance and confidence are created.

Purpose – This study aims to analyze the role of the work environment and the provision of motivation on employee performance.

Design/methodology/approach – This study uses a quantitative approach by conducting a survey of 35 korpolaairud. Data analysis using Smart PLS software

Findings – Based on the results of the analysis, the study shows that the work environment has a positive effect on employee performance, and providing motivation has a positive effect on employee performance at the korpolaairud baharkam polri. Good employee performance can certainly provide good results and vice versa. A productive and active company is produced because of motivation and a good work environment.

Research limitations – The scope only includes information regarding the results of the role of the work environment and providing motivation on employee performance at the korpolaairud baharkam polri

Originality/value – Based on previous research related to research on the role of the work environment and providing motivation on employee performance at the korpolaairud baharkam polri, this study has a good level of originality. This model can be generalized to good Institutions or Companies.

Keywords: work environment, providing motivation, employee performance.

The Influence of Competency and Leadership on Member Performance with Work Discipline as a Moderating Variable

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Abstract

Background – Dit Polair Korpolaairud Baharkam Polri plays an important role in maintaining national waters security, requiring competent personnel and effective leadership to maintain operational performance. Individual competency and strong leadership are believed to have a direct influence on member performance. However, work discipline is also considered to play an important role as a moderating factor that can strengthen or weaken the relationship between competence and leadership on member performance. This research was conducted to measure this influence, with a focus on the role of work discipline in increasing the effectiveness of competence and leadership.

Purpose – The aim of this research is to analyze the influence of competence and leadership on the performance of members at the Directorate of Air and Water Research, Korpolaairud Baharkam Polri, and to test whether work discipline moderates this relationship. It is hoped that this research can provide input for improving HR management through increasing work discipline, competence and leadership.

Design/methodology/approach – This study used a quantitative approach by conducting a survey of 26 Member. Data analysis used Smart PLS software with a structural equation modeling (SEM) approach.

Findings – The research results show that both competence and leadership have a significant influence on member performance. In addition, work discipline is proven to significantly moderate this relationship. This means that when work discipline is high, the influence of competence and leadership on performance becomes stronger. Conversely, if work discipline is low, the influence of competence and leadership on performance is weakened.

Research limitations – This research is limited by the small sample size, namely only 26 members, so the results may not be generalizable to other units within the Polairud Corps or similar organizations. In addition, this study did not include other factors such as work stress or organizational commitment that might also influence member performance.

Originality/value – This research offers a new perspective by using work discipline as a moderating variable in analyzing the relationship between competence, leadership and member performance in the water law enforcement environment. This study provides strategic insights for human resource management in National Police agencies operating in the field of water security.

Keywords: Competence, Leadership, Member Performance, Work Discipline, Moderation.

The Role of Motivation and Leadership on Performance of Satpolairud Patrol Ship Crew (Empirical Study on Ship Crew at Samarinda Police Department)

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Abstract

Background – Performance is very important in the progress of a company or institution. However, good performance is still difficult to obtain in the corporate environment, so there are still many performances that cannot be maximized. Problems in obtaining such performance affect motivation and leadership.

Purpose – This study aims to analyze the role of performance as a tool with the best performance to achieve goals in the company.

Design/methodology/approach – This study uses a quantitative approach by conducting a survey of 30 employees. Data analysis using Smart PLS software

Findings – Based on the results of the analysis, the study shows that motivation has a positive effect on performance, as well as leadership shows that it has a positive effect on performance. Good motivation and leadership will be able to have an impact on employees so that they can improve good performance and can develop performance interests progressively.

Research limitations – The scope only includes information regarding the results of the influence of motivation and leadership on the performance of the patrol boat crew of the Water Police Unit at the Samarinda Police.

Originality/value – Based on previous research related to research on the role of motivation and leadership for performance, there has not been much previous research, so this research has a good level of originality. This model can be generalized to employee performance in surrounding companies.

Keywords: motivation, leadership, performance.

The Effect of Supervision and Discipline Implementation on the Performance of the ABK MP. Endurance Ship with Work Motivation as a Moderating Variable

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Abstract

Background – Crew performance is very important for ship operations. However, ideal performance does not only depend on individual abilities, but also on the supervision system and level of discipline applied. The success of a company is highly dependent on the quality of human resources that can contribute directly or indirectly. Therefore, it is important to understand how motivation and discipline can improve crew performance to support company goals.

Purpose – This research seeks to examine the influence of supervision and discipline on crew performance, with work motivation serving as a moderating variable

Design/methodology/approach – This research employs a quantitative approach through a survey conducted among 14 crew members. The collected data were analyzed using SmartPLS software

Findings – The results of the analysis indicate that supervision has a positive impact on employee performance, and work discipline also contributes positively to performance outcomes. Furthermore, motivation serves as a moderating variable that strengthens the relationship between supervision and work discipline on crew performance. Enhanced employee performance, in turn, supports improved operational effectiveness in achieving organizational objectives

Research limitations – The scope of this study is limited to examining the influence of motivation and work discipline on employee performance aboard the MP Endurance vessel. The ship's crew represents a subset of the overall research sample utilized in this study.

Originality/value – Building upon prior research concerning the influence of supervision and implementation on performance aboard the MP Endurance vessel particularly with work motivation as a moderating variable this study demonstrates a strong degree of originality. The proposed model holds potential for application and development within other corporate settings.

Keywords: supervision, work discipline, motivation, employee performance.

The Effect of Work Motivation and Leadership Style on Improving Employee Performance at PT. Pelayaran Sumber Rejeki Bahari Permai

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Abstract

Background – one of the important factors of employee performance is that which influences the success of a company. PT. Pelayaran Sumber Rejeki Bahari Permai as one of the national shipping companies that is developing in Indonesia, certainly has its own complexity both from the operational and managerial levels. The decline in employee performance can be caused by a lack of work motivation and the incompatibility of the leadership style applied.

Purpose – The purpose of this research is to analyze the role of motivation and leadership style on employee performance

Design/methodology/approach – This study uses a quantitative approach by conducting a survey of 50 employees. Data analysis uses Smart PLS software.

Findings – Based on the analysis of the results of the study, it shows that motivation has a positive effect on employee performance, as well as work leadership has a positive effect on employee performance at PT. Pelayaran Sumber Rejeki Bahari Permai. The work motivation provided by the company and the leadership style applied can influence employee performance improvement in achieving company goals.

Research limitations – The scope of the study only includes information from research on the role of motivation and work leadership style on employee performance at PT. Pelayaran

Originality/value – Based on previous research related to research on the role of motivation and leadership style on employee performance, this study has a good level of originality. This model can be generalized to developing companies.

Keywords: motivation, leadership style, performance.

The Role of Internal Communication and Work Discipline on Employee Performance at the Banten Regional Police Directorate of Water and Air Force

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Abstract

Background – Companies certainly expect employees to have positive performance and influence the surrounding environment. It is very important for a company or institution to have a high sense of responsibility, even in terms of good communication, it can create employees with maximum performance and confidence.

Purpose – This study aims to analyze the role of internal communication and discipline on employee performance

Design/methodology/approach – This study uses a quantitative approach by conducting a survey of 40 ditpolairud. Data analysis using Smart PLS software

Findings – Based on the results of the analysis, the study shows that internal communication has a positive effect on employee performance, as well as that work discipline has a positive effect on employee performance at ditpolairud. Good employee performance can produce a productive and active company so that it can increase communication access and improve discipline to be able to achieve the goals of a company.

Research limitations – The scope only includes information on the results of the role of internal communication and work discipline on employee performance at the Banten Police Water Police Directorate

Originality/value – Based on previous research related to research on the role of internal communication and work discipline on employee performance at the Banten Police Water Police Directorate, this study has a good level of originality. This model can be generalized in developing companies.

Keywords: internal communication, work discipline, employee performance

The Role of Organizational Reputation in Strengthening the Influence of Service Quality and Marketing Communications on Customer Satisfaction

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Abstract

Background – The Tangerang City Public Works and Spatial Planning Department has a big responsibility in providing public services related to infrastructure and spatial planning. Customer satisfaction, in this case the community and stakeholders served, is an important indicator in assessing the success of public services. Service quality and effective marketing communications are key factors that can influence customer satisfaction. In addition, organizational reputation is thought to be able to strengthen or weaken this relationship as a moderating variable. This research aims to examine the influence of service quality and marketing communications on customer satisfaction, as well as the role of organizational reputation as a moderating.

Purpose – This research aims to analyze the influence of service quality and marketing communications on customer satisfaction at the Tangerang City Public Works and Spatial Planning Department, and to test whether organizational reputation moderates this relationship. It is hoped that the results of this research will provide insight for agencies to improve marketing strategies and services to the public.

Design/methodology/approach – This study used a quantitative approach by conducting a survey of 50 Responden. Data analysis used Smart PLS software with a structural equation modeling (SEM) approach.

Findings – The research results show that service quality and marketing communications have a significant effect on customer satisfaction. In addition, organizational reputation has been proven to strengthen the influence of service quality and marketing communications on customer satisfaction. A good reputation of an organization increases customer trust and strengthens the impact of the quality of service provided and the communication strategy implemented.

Research limitations – This research is limited by the small sample (50 employees and respondents), as well as limited geographic coverage which only involves one agency in Tangerang City. Other factors that might influence customer satisfaction, such as customer loyalty or the quality of the products offered, were not analyzed in this study.

Originality/value – This research provides a new contribution by examining organizational reputation as a moderating variable in the relationship between service quality, marketing communications, and customer satisfaction in the public service sector. This broadens horizons in implementing marketing strategies in government agencies.

Keywords: Service Quality, Marketing Communications, Customer Satisfaction, Organizational Reputation.



Track: Organizational Studies



Analysis of Jogja Smart Service (JSS) Application Usage Factors: An Integration of the Umeqa Model-Public Value

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Abstract

Background – The development of e-government in Indonesia, including applications like JSS, reflects the government's commitment to improving the quality of public services. However, despite receiving various national and international awards, the adoption rate of JSS among the Yogyakarta community remains relatively low, and technical issues persist within the application.

Purpose – This study aims to analyze the factors influencing the acceptance and use of the Jogja Smart Service (JSS) application by integrating the Unified Model of Electronic Government Adoption (UMEGA) and the concept of Perceived Public Value.

Design/methodology/approach – This study adopts constructs from the UMEGA model, including Performance Expectancy, Effort Expectancy, Social Influence, Perceived Risk, Facilitating Conditions, Trust in Government, and Perceived Public Value, to examine their effects on Attitude and Behavioral Intention. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) and Importance-Performance Map Analysis (IPMA). The data were collected from 345 JSS application users.

Findings – The results indicate that Performance Expectancy, Effort Expectancy, and Perceived Public Value significantly influence user Attitude, which subsequently affects Behavioral Intention to continue using JSS. Facilitating Conditions and Trust in Government also have a direct impact on Behavioral Intention. However, Social Influence and Perceived Risk do not show significant effects. The IPMA analysis confirms the importance of Perceived Public Value and Attitude as key drivers of usage intention, supported by their strong performance.

Research limitations – Although the proposed model integrates Trust in Government and Perceived Public Value, other potential influencing variables—such as digital culture, technological literacy, or government policy influence—were not examined in this study.

Originality/value – This study integrates the UMEGA model and Public Value within a theoretical framework to provide a more comprehensive understanding of the determinants of e-government adoption. It highlights the need for interventions targeting perceived public value to enhance the acceptance of e-government services.

Keywords: E-government, Jogja Smart Service, UMEGA, Public Value



Track: Risk Management and Insurance



Knowledge in Action: Strengthening Financial Performance through Enterprise Risk Management in Higher Education

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Abstract

Background – In the dynamic landscape of Malaysian higher education, the ability of public universities to maintain financial sustainability is increasingly challenged. As funding mechanisms evolve and operational risks intensify, universities are compelled to adopt more robust governance strategies. Knowledge sharing has emerged as a pivotal enabler of organizational intelligence, yet its influence on financial performance remains underexplored, particularly through the lens of Enterprise Risk Management (ERM) implementation.

Purpose – This study examines the impact of knowledge sharing on the financial performance of Malaysian public universities, with the implementation of Enterprise Risk Management serving as a mediating variable. It seeks to provide empirical evidence on how knowledge-sharing practices contribute to improved financial outcomes via effective risk management.

Design/methodology/approach – A quantitative, cross-sectional design was adopted. Data were gathered from 20 Malaysian public universities through a multistage sampling approach that combined purposive, stratified, and census techniques. Usable questionnaires were returned by 210 key informants, comprising risk committees, internal auditors, and top management. Knowledge sharing was gauged along five dimensions: risk knowledge sharing, availability of risk documentation, a good risk committee, discussing risk problems, and sharing risk solutions. ERM was developed based on the ISO 31000 guidelines. At the same time, university performance was assessed through five indicators: income from research projects, income from consultancies, income from public and private funding, income from commercialization, and income from programs offered. Relationships among constructs were examined using covariance-based structural equation modelling (CB-SEM).

Findings – Preliminary findings suggest that knowledge sharing exerts a positive and significant influence on ERM implementation. Moreover, ERM implementation is positively associated with financial performance, supporting its mediating role. These results suggest that effective knowledge-sharing practices can indirectly enhance financial performance by improving risk management mechanisms.

Research limitations – This study is limited by its cross-sectional design, which restricts the ability to establish causality. Additionally, self-reported data may introduce common method bias, although statistical remedies were employed to minimize this effect.

Originality/value – This study contributes to the limited body of literature examining the interplay between knowledge sharing, ERM, and financial performance within public universities. It highlights the importance of cultivating a knowledge-driven risk culture to enhance financial resilience in Malaysian higher education institutions.

Keywords: Knowledge Sharing, Enterprise Risk Management, Financial Performance, Malaysian Public Universities, Structural Equation Modelling

Comparing Safety Standards and Practices in Public vs. Private Construction Projects: A Case Study in Camarines Sur

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Abstract

Background – The construction industry in the 4th District of Camarines Sur, Philippines, is experiencing rapid infrastructure growth, yet remains one of the most hazardous occupational sectors. Despite the presence of regulatory frameworks and technological advancements, workplace accidents persist due to human error, poor safety practices, and inconsistent compliance with occupational safety standards. Addressing these safety challenges is critical to ensuring sustainable construction, improving worker welfare, and fulfilling corporate social responsibility (CSR) commitments.

Purpose – This study aims to investigate and compare safety standards and practices between public and private construction projects in the region. By identifying sectoral differences and shared safety gaps, the study seeks to recommend practical measures for enhancing occupational safety and health (OSH) performance, aligning with national safety objectives and global sustainable development goals.

Design/methodology/approach – The study applied a concurrent triangulation mixed-methods approach, integrating quantitative and qualitative data to achieve a comprehensive analysis. Twenty construction projects—ten public and ten private—were purposively selected. Data were gathered through structured questionnaires guided by the Department of Labor and Employment Occupational Safety and Health (DOLE-OSH) standards. Statistical analysis, particularly independent t-tests, was used to assess differences in safety practices between sectors.

Findings – Results indicate that public sector projects demonstrated slightly better safety awareness in equipment maintenance and PPE compliance, while private sector projects prioritized safety signages and worker welfare facilities. Both sectors exhibited significant gaps in safety training preparedness and hazard identification. Statistical tests confirmed key differences in several safety practices, highlighting the need for targeted safety interventions.

Research limitations – The study was limited to twenty projects within one district, which may not fully capture the diversity of safety practices across other Philippine regions or larger-scale projects.

Originality/value – This research provides a localized comparison of public and private construction safety practices in a developing region. Its findings support the development of sector-specific safety strategies, enhanced safety culture, and improved compliance with OSH standards—contributing to the broader discourse on sustainable construction and CSR in the Philippines.

Keywords: Construction, Construction Safety, Public vs Private Projects, Safety Management, Risk Mitigation



Track: Human Resources



The Impact of Organizational Support on Ethical Behaviour: The Moderating Role of Autonomy

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Abstract

Background – Ethical conduct is critical to maintaining good business practices and stakeholder confidence. Although the effects of POS as a significant determinant of desirable employee responses are well documented, the relationship between POS and ethical behaviour has been under-researched, particularly in relation to job autonomy.

Purpose – This study aimed to explore the direct impact of POS on ethical conduct and the impact of job autonomy on this relationship. Based on organizational support theory and self-determination theory, two hypotheses are proposed: (H1) POS is positively associated with ethical behaviour, and (H2) this relationship is moderated by job autonomy.

Design/methodology/approach – The study design was a cross-sectional survey based on the primary data collected. Data were gathered quantitatively using a structured questionnaire with a sample of employees from the education, health, and finance sectors. Job autonomy and ethical behaviour were measured using validated instruments. Structural equation modelling (SEM) and moderation analysis using Hayes' PROCESS macro were employed to test the hypotheses.

Findings – The findings indicated that POS significantly predicted ethical behaviour. Furthermore, job autonomy was also a moderator of this relationship; individuals who indicated higher POS and more job autonomy exhibited greater ethical behaviour.

Research limitations – Although these findings contribute to our understanding of the relationship between perceived organizational support, autonomy, and ethical behaviour, the cross-sectional nature of the study design precludes inferences of causality. Furthermore, because the self-reported data were based on a common source, common method bias might be a concern, and the results may not be available to other service-related industries. In the future, cross-sectional designs may be employed, along with cross-cultural validation, to strengthen these results further.

Originality/value – This study extends the OB literature by documenting the moderating role of autonomy in the relationship between POS and EB. In practical terms, the results emphasize the importance of organizations developing both climate and employee autonomy to encourage ethical behavior.

Keywords: Organizational Support, Autonomy, Ethical Behaviour, Moderation, Structural Equation Modeling



Track: Marketing



Leveraging Corporate Social Responsibility to Strengthen Customer-Based Brand Equity in Ghana's Hospitality Industry

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Abstract

Background – Corporate Social Responsibility (CSR) is gaining importance in the hospitality industry, especially in emerging markets where customers are increasingly attentive to social and environmental practices. However, the influence of CSR on the components of Customer-Based Brand Equity (CBBE) has not been sufficiently explored in the Ghanaian hotel sector.

Purpose – This study aims to examine the effect of CSR initiatives on CBBE, focusing on four key dimensions: brand awareness, brand association, perceived quality, and brand loyalty, using Aaker's multidimensional brand equity framework.

Design/methodology/approach – A quantitative approach was adopted using a structured questionnaire administered to 249 hotel customers in Kumasi, Ghana. The data were analyzed using SPSS and Smart PLS to test the hypothesized relationships between CSR and the four CBBE dimensions.

Findings – The results indicate that CSR has a statistically significant and positive effect on brand awareness, brand association, perceived quality, and brand loyalty. This suggests that CSR activities can effectively strengthen customer perceptions and overall brand equity in the hospitality context.

Research limitations – The study focuses solely on the hotel sector in Kumasi, Ghana, limiting the generalizability of findings. Future research should explore other geographic regions and hotel categories, and include additional variables such as customer satisfaction or brand meaning for a more comprehensive model.

Originality/value – This study is among the first to empirically link CSR to the formation of customer-based brand equity in the Ghanaian hospitality industry. By integrating CSR into Aaker's brand equity model, it provides new theoretical insights and practical guidance for hotel managers to leverage CSR as a strategic tool for building strong, loyal brands in socially conscious markets.

Keywords: Corporate Social Responsibility, Brand Awareness, Brand Association, Perceived Quality, Brand Loyalty



Track: Economics



Improving the Socio-Economic Constraints of Fisher Folks by Understanding Followership on the Implementation of Fish Landing

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Abstract

Background – This study was conducted in Ragay, Camarines Sur, where fishing is a primary livelihood due to its rich aquatic resources. The ordinance's geographical constraints limit fish distribution, forcing fishermen and vendors to travel to CFLC-San Rafael, increasing logistical challenges and transportation costs. Additionally, penalties ranging from 1,000 to 2,500 pesos add economic pressure, particularly on small-scale operators. Fisherfolks face hardships due to the municipal council's mandate for a centralized aquaculture center.

Purpose – This study aimed to develop a model for improving fisher folks' socio-economic constraints by examining their followership in fish landing implementation. It assessed followership under Ordinance No. 022, s. 2023 or adapting the operation manual for the Community Fish Landing Center (CFCL), focusing on fishing engagement, fishery performance, infrastructure adherence, and relationship building. It also analyzed socio-economic constraints, including financial status, fishing costs, government support, and alternative income sources, and explored their relationship with followership.

Design/methodology/approach – The study used quantitative research design using a descriptive-correlational approach with 45 registered fisher folks from coastal barangays in Ragay, Camarines Sur. Quota sampling was applied, selecting 20% of the total fishermen population from each barangay.

Findings – Results showed high socio-economic constraints, with financial status (3.76), operational costs (3.96), government support (3.97), and alternative income (3.63). Followership had low engagement scores: fishing (2.43), fish landing (2.63), infrastructure adherence (2.59), and relationship building (2.88). A strong positive correlation (0.91) indicated active participation but persistent socio-economic setbacks and dissatisfaction with fish landing implementation.

Research limitations – Fishing activities fluctuate due to weather and marine conditions, affecting results.

Originality/value – It offers actionable insights for policymakers and local government units to enhance fishery management strategies. The findings can guide local authorities in refining ordinances and addressing constraints such as financial burdens, logistical challenges, and accessibility issues in fish landing operations. As well as, the study supports the development of sustainable fishing practices that balance regulatory compliance with livelihood improvement. Lastly, it offered a foundation for future research on fisheries governance and livelihood resilience.

Keywords: Socio-economic constraints, Fisher folks, Followership of Implementation of Fish Landing

CLOSING REMARKS

Excellencies, Presenters, Attendees,
Ladies and Gentlemen,

As we conclude The 10th International Conference on Management Studies and Social Science (10th MASOS), organized by Research Synergy Foundation and Polytechnic University of the Philippines and supported by Scholarvein, Reviewer Track, Research Synergy Institute, Research Synergy Press, Global Research Community, and F1000Research, I am honored to deliver the closing remarks. This virtual gathering has been a significant milestone in our collective pursuit of knowledge and innovation.

Over the course of this conference, our discussions have spanned various fields, including Sustainability Studies, Creative Business, Education, Management, Organizational Studies, Risk Management and Insurance, Human Resources, Marketing, Economics, and many more. The insights shared have enriched our understanding and opened new avenues for research and collaboration.

I extend my deepest gratitude to all participants, keynote speakers, invited speakers, reviewers, presenters, attendees, and session chairs from various countries. Your contributions have been invaluable, fostering a vibrant and engaging conference environment. Special thanks to the organizing committee for their dedication and hard work in ensuring the success of this event.

Congratulations to the recipients of the Best Paper and Best Presentation awards. Your exemplary work sets a high standard for us all. The feedback provided by our session chairs has been instrumental in enhancing the quality of discussions, and we look forward to future collaborations.

As we part ways, I encourage you to carry forward the knowledge and connections gained during this conference. May they serve as catalysts for your professional development and contribute to building a more sustainable, equitable, and prosperous future for all.

Thank you for your participation. Stay safe and healthy, and I look forward to seeing you at our upcoming events.

Best regards,

Research Synergy Foundation



Future Events



<https://bit.ly/UpcomingConference-RSF>

7th ICISS

7th International Conference on Islamic Education Studies and Social Science (7th ICISS)

<https://www.icissconference.com>

Virtual Conference – September 2, 2025

5th ICLET

5th International Conference on Language, Education, and Teaching Research (5th ICLET)

<https://icletconference.com>

Virtual Conference – October 2, 2025

6th MESS

6th International Conference on Management, Education, and Social Science (6th MESS)

<https://messconference.com>

Virtual Conference – November 4, 2025

ICSRD-25

2nd International Conference on Sustainable Research and Development (ICSRD-25)

<https://icsrd-upnyk.com>

Virtual Conference – October 25, 2025

JICRISD 2025

Jakarta International Conference on Research, Innovation, and Sustainable Development 2025 (JICRISD 2025)

<https://jicrisd.com>

Virtual Conference – December 2, 2025

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International Conference on the Synergy of Islamic and Multidiciplinary Approaches (ICISMA)

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Virtual Conference – February 11-12, 2026

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