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9th IBEMS

**9th International Conference on Interdisciplinary
Business, Economy, Management,
and Social Studies**

Conference Theme:

"Interdisciplinary Innovations:
Shaping Sustainable Futures in Business,
Economy, and Society"

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Book of Abstract Conference Proceeding 9th International Conference on Interdisciplinary Business, Economy, Management, and Social Studies (9th IBEMS)

Theme: “Interdisciplinary Innovations: Shaping Sustainable Futures in Business, Economy, and Society”

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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 2021, more than 20.000 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 four 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, and Research Synergy Press. 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:

1. International Conferences: It aims to create a "tipping point" of opportunities for participants to disseminate their research globally and have reputable scientific publication output.
2. 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.
3. Workshops: It aims to provide a vibrant learning forum to enhance the author's capability of scientific writing skills and the manuscript's quality.
4. 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.
5. Social Programs: It aims to empower and encourage society to share the value of creating an impactful program with us.
6. Research Synergy Foundation welcome all individuals, organizations/institutions (universities, governments, and private sectors) to be part of our Global Research Ecosystem.

<https://www.researchsynergy.org/>

BMN Institute is a dynamic, practice-oriented educational and entrepreneurial hub, Co-Founded by Dr. Tuwanku Aria Auliandri (Univ Airlangga), Dr. M. Setiawan Kusmulyono (Univ Prasetiya Mulya), and Rizki Priyoko M.PSDM. (HR247 Comm Hub). Its mission is to foster entrepreneurship and business leadership through structured training series, incubator programs, and industry-connected networks. By empowering participants with strategic tools, coaching, and a thriving professional ecosystem, it aims to cultivate innovative business leaders capable of driving lasting socio-economic impact in Indonesia and beyond.

BMN Institute strives to become a leading, nationally and regionally recognized hub for business education, innovation, and industry collaboration. The Institute dreams of nurturing entrepreneurial minds to confidently drive transformative change across national markets, shaping the next generation of business leaders.

Institutional Mission (Strategic Purpose)

BMN Institute fulfills its vision through a multifaceted mission:

- **Education & Incubation:** Provide high-quality, hands-on training programs that empower students, startups, and professionals to build and grow successful businesses.
- **Professional Networking:** Host events, programs, and curated series (such as incubator and creative-marketing tracks) that strengthen professional connections and peer learning.
- **Innovation & Market Linkage:** Accelerate technology transfer and creative solutions by integrating industry and academic expertise.
- **Leadership & Capacity Building:** Develop leadership capacities through mentorship from faculty and industry veterans—and equip participants with practical tools and coaching for strategic business growth.

Core Activities & Offerings

BMN Institute delivers its mission via these key initiatives

Series & Tracks: Multiple learning series, including incubator, technology, marketing, and activity-specific tracks led by dedicated chiefs.

- **Expert-led Workshops:** Sessions conducted by seasoned professionals and faculty from partner universities across Indonesia.
- **Networking Ecosystems:** Regular meetups, events, and advisory sessions that foster collaboration, coaching, and knowledge-sharing.
- **Practical Business Support:** Platform for ideation, prototyping, and pitching to build sustainable ventures.

Values & Institutional Culture

Although not publicly listed, BMN Institute's structure and actions reflect a strong value system emphasizing:

- Collaboration and peer learning
- Innovation-driven entrepreneurship
- Supportive mentorship and capacity-building
- Cross-functional engagement across business, tech, and creative domains

<https://bmn.or.id/>



The Polytechnic University of the Philippines (PUP) is a government educational institution governed by Republic Act Number 8292 known as the Higher Education Modernization Act of 1997, and its Implementing Rules and Regulations contained in the Commission on Higher Education Memorandum Circular No. 4, series 1997. PUP is one of the country's highly competent educational institutions. The PUP Community is composed of the Board of Regents, University Officials, Administrative and Academic Personnel, Students, various Organizations, and the Alumni.

Governance of PUP is vested upon the Board of Regents, which exercises policy-making functions to carry out the mission and programs of the University by virtue of RA 8292 granted by the Commission on Higher Education. The University is administered by an appointed President by virtue of RA 8292 and is assisted by an Executive Vice President and the Vice Presidents for Academic Affairs, Student Services, Administration, Research, Extension and Development, and Finance.

This institution started as the Manila Business School (MBS), founded in October 19, 1904 as part of the city school system under the superintendence of G.A. O'Reilley, which responds to the demand for training personnel for government service and the felt need to provide skills essential for private employment. In 1908, it was renamed as Philippine School of Commerce (PSC) and merged with the Philippine Normal School (PNS) in 1933 to 1946. By virtue of Republic Act 778, the PSC was again changed to Philippine College of Commerce (PCC) in 1952. Subsequently, the Philippine College of Commerce (PCC) was converted into a chartered state university, now known as the Polytechnic University of the Philippines by virtue of Presidential Decree Number 1341 issued by the President of the Philippines on April 1, 1978.

PUP is a public, non-sectarian, non-profit institution of higher learning primarily tasked with harnessing the tremendous human resources potential of the nation by improving the physical, intellectual and material well-being of the individual through higher occupational, technical and professional instruction and training in the applied arts and sciences related to the fields of commerce, business administration, and technology.

The University promotes applied research, advanced studies and progressive leadership in the stated fields. We also offer ladder-type higher vocational, distance learning (open university system), technical and professional programs in the area of business and distributive arts, education and the social sciences related to the fields of commerce, business administration and other polytechnic areas. Furthermore, the University takes steps to enrich the academic program in other fields of study and adopts a polytechnic program of education designed to provide the individual with employable skills and managerial know-how in order to make them creative, productive and self-reliant.

PUP operates year-round with two semesters and a summer. Summer sessions depend on the course and on the campus. The University employs 2,042 full-time and part-time faculty

members with a few of the full-time faculty holding administrative positions. There are 1,381 regular and casual administrative employees who provide support services to the University population. The faculty spends two-thirds of their time in teaching and one-third in research and extension activities.

One of the major functions of the University is research, a key component of scholarship and teaching. During the years under review, PUP received and allotted government and private funding to research.

With more than twenty campuses serving more than 97,000 students, the Polytechnic University of the Philippines is the largest university in terms of student population. The main campus is named after a national hero, Apolinario Mabini, and is located in Sta. Mesa, Manila - in the middle of a busy metropolitan. But despite of this, the environment within its perimeter is a place conducive of learning.

Majority of the students belong to the economically challenged level of society. It is the University's commitment to give qualified and talented students access to quality and responsive education to aid them in the achievement of their dreams and improve their lives. Being a well-educated and skilled individual, they will not only become job seekers but job creators as well, a force of knowledge workers and entrepreneurs.

Iskolar ng Bayan (Scholars of the Nation) is what we call our students because the Philippine Government and other non-government institutions subsidize their tuition and other fees. More than a hundred of the student population are foreigners from China, Singapore, Indonesia, Cambodia, Myanmar, Tanzania, Nigeria, and Ghana. They are enrolled in business, language, statistics, communication, and education courses in the undergraduate and graduate levels. Students from Korea regularly visit PUP in summer to take up Intensive English courses.

The Polytechnic University of the Philippines takes pride in its capability to accommodate the students because it:

- has 25 campuses to make education accessible to everyone;
- offers a wide range of courses: doctorate, master's, and bachelor's degrees as well as technology courses available through traditional and open, flexible or distance learning;
- pioneered the ladderized system and the accreditation and equivalency system through the Expanded Tertiary Education Equivalency and Accreditation Program (ETEEAP) and the Nontraditional System Program (NTSP);
- maintains an average size of 45-50 students per class;
- offers an extensive selection of educational choices through more than 60 undergraduate and graduate programs;
- schedules weekend and evening classes;
- brings the resources and programs of PUP not only to full-time students but also to part-time and adult learners; and
- provides a long list of extension services for the community and the country.
- The commitment of its leaders, faculty, staff, students, alumni and friends has formed the cornerstone of this University that has exceeded expectations with every generation of the graduates it has produced since its establishment.

Today, PUP is relishing its successes and its students are enjoying unprecedented academic opportunities, an enhanced campus environment, upgraded colleges, state-of-the-art technology, and nationally and internationally recognized programs.

PUP celebrated 120 years last October 2024. It has gone far from what it was more than a century ago. This is mainly due to the support given by the government and the PUP Community and its benefactors. With the combined effort, PUP will continue to be a partner in nation-building and in poverty alleviation for the marginalized sector of society with quality, responsive, and relevant education as a tool.

Vision:

A Leading Comprehensive Polytechnic University in Asia

Mission:

Advance an inclusive, equitable, and globally relevant polytechnic education towards national development.

Strategic Goals:

Pillar 1: Teaching and Learning

SG 1: Innovative Curricula and Instruction

SG 2: Empowered, Expert, and Productive Faculty Members

SG 3: Holistic Student Development

Pillar 2: Research and Extension

SG 4: Intensified Research Innovation, Dissemination and Utilization

SG 5: Strengthened Sustainable and Impactful Extension Program

SG 6: Expanded Research and Extension Networks with Local, National, and International Partners

Pillar 3: Internal Governance

SG 7: Transformational University Leadership

SG 8: Judicious and Ethical Stewardship of Physical and Financial Resources

SG 9: Effective and Efficient Human Resource Management

SG 10: Excellent Citizen/Client Satisfaction

SG 11: Smart Campuses

<https://www.pup.edu.ph/>



Vision:

To become a reputable Faculty of Economics and Business in advancing the economic and business development of the ummah in Asia by 2033.

Mission:

1. Organizing education and teaching in accordance with national and international higher education standards to produce competent human resources in the fields of economics and business, with the character of *Mujahid*, *Mujtahid*, and *Mujaddid*;
2. Conducting research through the internalization of Islamic values for the development of knowledge and the benefit of the ummah;
3. Carrying out community service through the internalization of Islamic values to improve the welfare of the ummah;
4. Implementing governance based on Islamic values;
5. Developing IT-based learning processes;
6. Expanding cooperation with various institutions/associations, both domestic and international, to support the achievement of the Tri Dharma of Higher Education.

Objectives:

1. To produce graduates who are competent in the fields of economics and business, possess noble character (*akhlakul karimah*), and embody the qualities of *Mujahid*, *Mujtahid*, and *Mujaddid*;
2. To generate research outputs that internalize Islamic values;
3. To produce community service outcomes that incorporate Islamic values;
4. To implement good governance based on Islamic values;
5. To provide academic and non-academic facilities based on information technology, supported by competent human resources;
6. To establish partnerships with various universities, associations, and industries both domestically and internationally to enhance the Tri Dharma of Higher Education;
7. To enhance the entrepreneurial competencies of lecturers and students that directly contribute to the development of the ummah's economy and business.



Established in 1969 by PERBANAS, Perbanas Institute is a premier private university specializing in Economics, Finance, Banking, and Informatics. Guided by the vision of becoming the foremost ICT-driven higher education institution in its fields, Perbanas cultivates globally competitive, tech-fluent graduates. Through Industry 4.0–aligned research, professional and certification programs, and strong community partnerships, the Institute continuously enhances educational quality, institutional governance, and societal impact.

Vision

Perbanas Institute aspires **“to become the leading higher education institution in Economics, Finance & Banking based on information technology”**, emphasizing excellence in digital readiness and sectoral leadership.

Mission

- Develop highly competitive, ICT-savvy, globally aware professionals in Economics, Finance & Banking.
- Conduct research responsive to Industry 4.0 dynamics to enhance Perbanas’s international reputation.
- Engage in community service that applies research and expertise to boost productivity in industry and the national/regional economy.
- Strengthen management systems to enhance performance across faculty, staff, and institutional governance

Strategic Goals & Activities

Perbanas Institute supports its vision and mission with structured strategies and objectives, including:

- Innovating curricula and study programs in finance and banking.
- Enhancing research quality and scholarly output.
- Expanding professional and certification programs.
- Building international education capabilities.
- Establishing sustainable ventures and marketing channels.
- Engaging proactively with industry and environment.
- Strengthening remote education infrastructure.
- Securing creative funding sources.
- Implementing stakeholder-focused strategic management.

<https://perbanas.id/>

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Dr. Ma. Elena C. Estebal - Technological Institute of the Philippines, Philippines

Dr. Joan C. Reyes - Pampanga State Agricultural University, Philippines

Dr. Leandro A. Loyola - De La Salle University, Philippines

Dr. Adelia Roadilla - Polytechnic University of the Philippines Mulanay, the Philippines

Dr. Leilidyn Zurbano - Polytechnic University of the Philippines Lopez, Quezon Branch

Prof. Maryann H. Lanuza, LPT - City College of Calamba, Philippines

Dr. Arbia Hlali – Taibah University, Saudi Arabia

Mr. Loeurt To – RMIT, Australia

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 " 9th International Conference on Interdisciplinary Business, Economy, Management, and Social Studies (9th IBEMS) " organized by the Business Management Network Institute, Polytechnic University of the Philippines, and Research Synergy Foundation. Co-hosted by Master of Accounting Program, Faculty of Economics and Business, UNISBA, and PERBANAS Institute. Supported by Research Synergy System, Reviewer Track, Research Synergy Institute, Research Synergy Press, Global Research Ecosystem, F1000Research. I am deeply honoured 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:

- Dian Ekowati, Ph.D
Head of University Planning and Development Board, Head of Research Group on Human Capital and Organizational Studies, Universitas Airlangga, Indonesia
- Prof. Veronica Sarcino-Almase, DBA
Campus Director, Polytechnic University of Philippines Ragay Camarines Sur, Philippines
- Dr. Yeo Sook Fern
Director, Centre of Excellence for Business Innovation and Communication, Multimedia University, Malaysia
- Dr. Prameshwara Anggahegari
Research Centre for Cooperative. Corporation, and People's Economy. National Research and Innovation Agency, Indonesia

Our chosen theme, " *Interdisciplinary Innovations: Shaping Sustainable Futures in Business, Economy, and Society*", underscores the importance of collaboration in shaping sustainable strategies across various domains such as global Interdisciplinary Business, Economy, Management, and Social Studies. In today's interconnected world, addressing complex challenges requires a multifaceted approach that draws upon insights from diverse fields. By bringing together experts from different disciplines, we can gain a deeper understanding of the interconnectedness of issues and develop comprehensive solutions that are both effective and sustainable. Furthermore, I encourage each of you to be actively engage 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, Invited Speakers, Session Chairs, Scientific Reviewers, Conference Committee, Presenters, and Attendees from around the globe. Despite gathering hybrid, 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 Mulyaningsi, S.E., M.M.
Conference Chair of 9th IBEMS

CONFERENCE CHAIR



Dr. Hendrati Dwi Mulyaningsih, S.E., M.M.

Founder & CEO 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 25.000 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.

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.

CO-CONFERENCE CHAIR



Dr. Anna Ruby P. Gapasin

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

Dr. Anna Ruby P. Gapasin is a seasoned academic leader with extensive experience in communication and educational management. She currently serves as the Vice President for Research, Extension, and Development at PUP. Her academic background includes a Bachelor's degree in Communication Arts from Lyceum of the Philippines, a Master's in Mass Communication from PUP, a Diploma in Radio Journalism from Ateneo de Manila University, and a Doctorate in Education Management from PUP.

Dr. Gapasin has held various leadership roles at PUP, including Director of the Communication Management Office, Executive Director of the Open University System, Head Executive Assistant, and University Board Secretary. Under her leadership, PUP has seen significant advancements in research productivity and extension services. She has also contributed to scholarly work in communication and education, with publications addressing topics such as media usage during the COVID-19 pandemic and mental health among university staff.



Dr. Tuwanku Aria Auliandri, S.E., M.Sc.

Head of BMN Institute Universitas Airlangga, Indonesia

Tuwanku Aria Auliandri is a full-time Lecturer in Department of Management, Faculty of Economics and Business, Universitas Airlangga Indonesia. He holds a Doctoral Degree in Marketing Management from Universitas Brawijaya Indonesia, and Master's Degree in Business Information Technology from The University of Northumbria in Newcastle upon Tyne, United Kingdom.

He is active in engaging academic network with worldwide colleagues, as the Head of Organizing Committee & Head Delegates for ICOI / APMC / AAOM / HNMUN International Management Conferences in Thailand (2023, 2013), South Korea (2019), Japan (2018), China (2016 & 2017), Philippines (2014), USA (2013 & 2015), Taiwan (2011) and Australia (2010), as well as organizing Annual Indonesia Nationwide Conference for Association of FMI Indonesia Management Scholar (2010 - Now) He is the Co-Founder and Editorial Board of the INOBIS: Jurnal Inovasi Bisnis Manajemen Indonesia (eISSN: 2614-0462, Accredited Sinta-5 by The Indonesia Ministry of Education). His research interest is within the area of Marketing, Digital Business, Management Information System, and Supply Chain Management. From 2012 – 2023, there were 24 publications published and cited 135 times, with Google Scholars H-index of 6.

KEYNOTE SPEAKER



Dian Ekowati, Ph.D

Head of University Planning and Development Board, Head of Research Group on Human Capital and Organizational Studies, Universitas Airlangga, Indonesia

Dian is an associate professor in Organizational Dynamics at the Department of Management, Faculty of Economics and Business, Universitas Airlangga, Indonesia. She leads the Human Capital and Organizational Dynamics Major and serves as the Head of the Planning and Development Board at Universitas Airlangga, overseeing strategic analysis for university planning. Previously, she directed Airlangga Global Engagement, managing internationalization initiatives. Dian is skilled in qualitative research, organizational dynamics, behavior, and change management, particularly within interorganizational networks and internationalization. She holds a Ph.D. in Management of Change and Strategies, Interorganizational Networks, Organization Politics/Power, and Organizational Territoriality from the University of York, UK. Her research interests focus on SDG-related topics, particularly SDG 3, SDG 4, SDG 5, SDG 12, and SDG 13.

KEYNOTE SPEAKER



Prof. Veronica Sarcino-Almase, DBA

Campus Director, Polytechnic University of Philippines Ragay Camarines Sur, Philippines

Prof. Veronica Sarcino-Almase, DBA is the Campus Director of PUP Ragay Camarines Sur. Formerly, she served as Faculty Extensionist at PUP-Lopez, leading community development initiatives from 2016 to July 2022. She completed her Master's in Educational Management and Doctorate in Business Administration at PUP and took a Basic Project Management course with the Development Academy of the Philippines in 2020. An accomplished researcher, Dr. Almase has presented on diverse topics, including socio-economic conditions and distance learning modalities, at national and international conferences. Her publications address microfinance, MSME strategies, and faculty development in journals such as **KnE Social Sciences** and **Psychology and Education**. She has received awards for her presentations and was named Outstanding Marketing Educator by the Council of Marketing Educators in 2021. In leadership roles, Dr. Almase served as President of Soroptimist International of Americas (Philippines Region) and as a board member of the Association of Marketing Educators of the Philippines. She actively mentors entrepreneurs through the DTI's KMMe program and leads multiple committees at PUP Lopez. Dr. Almase lives in Lopez, Quezon, with her husband, Ruperto I. Almase, and their three children.

KEYNOTE SPEAKER



Dr. Yeo Sook Fern

Director, Centre of Excellence for Business Innovation and Communication, Multimedia University, Malaysia

Dr. Yeo Sook Fern is an Assistant Professor at the Faculty of Business, Multimedia University, Melaka, where she currently holds the Director for the Centre of Excellence for Business Innovation and Communication role. She also serves as a Visiting Professor with the Department of Business Administration at Daffodil International University. Additionally, Dr. Yeo is an International Academic Advisory Board Member at Qingdao City University, China, and an Academic Council Member at Gutenberg Honors College, Qingdao City University, China. She also contributes as a Scientific Board Member at the Research Synergy Foundation, Indonesia. Beyond these roles, Dr. Yeo Sook Fern serves as Editor-in-Chief of the Malaysian Journal of Business, Economics and Management. She is also an editor for several other reputable journals, including the International Journal of Creative Business and Management (IJCBM), the International Journal of Entrepreneurship and Sustainability Studies (IJEASS), the Journal of Governance Risk Management Compliance and Sustainability, and People and Behavior Analysis (PBA). With 22 years of teaching experience, Dr. Yeo Sook Fern is experienced in teaching marketing, management, microeconomics, macroeconomics, and other business-related subjects. She also supervises students at various levels, including BBA, MBA, MPhil, and PhD programmes. In addition to her teaching responsibilities, she is actively involved in research. She has secured 25 grants from international, national, and university sources, serving as the principal researcher and project member across various research initiatives. Her research contributions include 151 journal articles, 85 internationally refereed conference papers, and 13 book chapters. She has also served as one of the editors for a notable book titled "Issues on Contemporary Business". Dr. Yeo Sook Fern has received recognition for her academic and professional achievements, winning numerous awards throughout her career.

KEYNOTE SPEAKER



Dr. Prameshwara Anggahegari

Research Centre for Cooperative, Corporation, and People's Economy. National Research and Innovation Agency, Indonesia

Wara, as Prameshwara Anggahegari is known, is a Researcher from National Research and Innovation Agency / Badan Riset Inovasi Nasional. She serves under the Research Centre of Cooperative, Corporation, and People's Economy. Aside from being a researcher, she is also adjunct lecturer at School of Business and Management. She holds her Doctoral of Philosophy from Institut Teknologi Bandung, Indonesia. She teaches courses in social entrepreneurship, corporate social responsibility, and environmental management systems, all of which are closely related to her research interests in triple bottom line and blended values. She is also the Community Engagement Specialist at teras Hijau Project, an empowerment movement located in Indonesia. This movement attempts to decrease food insecurity in Bandung by promoting urban farming, which is driven by low-income housewives living in high-density areas. She also participates in numerous government initiatives as a member of the Social Expert Team. Her current interest is about gender, social entrepreneurship and empowerment.

MODERATOR



Rizki Priyoko S.H., M.PSDM.

Chief of BMN Activities Series

Rizki Priyoko, S.H., M.PSDM., CFT., TCP., ACC, is a dynamic leader and innovator in human resource development, branding, and professional certification. He serves as President Director of PT Metrica Linked Data and Co-Founder & CEO of HR 24/7 Communication Hub. Since 2019, he has also led the Forum Manajemen Indonesia (FMI) Activities Series.

Rizki is the Co-Founder of the BMN Institute and Purchasing Days, and holds editorial leadership roles in several national publications, including BMN Magazine, Business Epicentrum Magazine, UMKM Magazine, BUMDesa Nasional, BNI Magazine, and Epicentrum TGS. He also leads academic publishing initiatives such as JHR 24/7 Journal for Inntrans, BISMA, and ABDIMAS.

In addition to his entrepreneurial ventures, Rizki is an ICF Associate Certified International Coach, BNSP-certified Master Instructor and assessor, certified trainer, business & brand owner/ and actively contributing to workforce competence, strategic communication, academic and professional development in the field of business and management.



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

**Founder & Director of Global Network and Operation
Reserch Synergy Foundation**

Santi is a Founder and Global Network Operation Director 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 present and already give benefit to more than 8.448 participants coming from >85 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 worked for several years as a Research Assistant and later as the Associate Director of the Centre for Innovation Entrepreneurship and Leadership at the Institut Teknologi Bandung. In her roles Santi helped lead the centre's Micro-Enterprise Development project, designed to support economic development throughout West Java Indonesia through the provision of entrepreneurship capability development. She also collaborates with ITB and Victoria University of Wellington, New Zealand, on a project that focuses on how Information Technology start-ups acquire finance support in developing economies.

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. Santi also serves as the Managing Editor for six international journals <https://journals.researchsynergypress.com> : IJEBCE, IJEIIS, IJEASS, JSETP, IJMADIC, and JHASIB.

SESSION CHAIRS



Dr. Adelia Roadilla

Polytechnic University of the Philippines Mulanay, the Philippines

Dr. Adelia Roadilla is a Licensed Professional Teacher, Civil Service Eligible, and a Registered Guidance Counselor. She has been in the teaching field for 35 years, serving the less fortunate but potential students in the countryside. Aside from being in the academe, she is also a civic-minded professional. She is a dedicated Rotarian, having served as Past President in 2017. She is also involved in the military as a Reserve Officer of the Philippine Army with the rank of Lieutenant Colonel. In the field of research, she has presented several research papers in both local and international conferences. She also heads different extension programs in their community. Currently, she is the Director of the Polytechnic University of the Philippines, Mulanay and General Luna, Quezon Campuses



Dr. Leilidyn Zurbano

Polytechnic University of the Philippines Lopez, Quezon Branch

Dr. Leilidyn Y. Zurbano is a faculty member of the Agribusiness Management Department and the Head of Student Affairs and Services at the Polytechnic University of the Philippines, Lopez, Quezon Campus. With a strong academic background in agriculture and extensive experience in research, she specializes in sustainable agriculture, horticulture, and student engagement. Dr. Zurbano has led numerous institutional projects and research initiatives focusing on food security and organic farming practices. She is a research enthusiast, continuously promoting interdisciplinary collaboration and innovation.



Prof. Maryann H. Lanuza, LPT
City College of Calamba, Philippines

Asst. Prof. Maryann H. Lanuza is an accomplished mathematics educator, certified statistician specialist (CSS), and dedicated researcher advancing mathematics education. She earned her Master of Science in Mathematics Education from the Polytechnic University of the Philippines, Manila, and her Bachelor of Secondary Education (Mathematics) from City College of Calamba. She is currently pursuing a Ph.D. in Mathematics Education at Philippine Normal University, Manila.

A licensed professional teacher and civil service licensee, Prof. Lanuza holds the role of Assistant Professor III in the Mathematics Cluster of the Department of Teacher Education (DTE) and serves as Vice President for Research and Innovation. Her expertise is recognized through her associate membership in the National Research Council of the Philippines and involvement in professional organizations such as MTAPTL, MSP-NCR, MathEd Inc., PAFTE, ALCUCOA, IOER, AQRA, IASPER, and Asian Intellect.

Prof. Lanuza is a respected speaker specializing in mathematics education, research methodologies, and innovative gamification teaching techniques. Her scholarly works appear in international refereed journals indexed by Scopus and Thomson Reuters, and she has presented her research globally, both onsite and virtually, in Asia, Europe, and the United States. Her research interests include gamification techniques, innovative teaching strategies, gamified modular approaches, and Outcome-Based Education (OBE), tailored to modern educational contexts.

She has authored chapters in influential educational books, including “Developing Growth Mindset: Chapter 6: Acceptance of Challenges” (2022), with forthcoming works on transformational leadership, teaching innovation, and research innovation.

Her contributions have earned numerous awards, including the Gawad Calambeña Award, IOER Outstanding Mathematics and Researcher Award (Philippines), Outstanding Alumnae and Senior Faculty awards from CCC, IOER Outstanding Mathematics Educator (Vietnam), Seal of Excellence in Mathematics Education (Canada), Exemplary Higher Educator Award (Thailand), and various recognitions from EduHeart Publishing.

Beyond her professional achievements, Prof. Lanuza cherishes her personal life as wife to Mr. Gerardo and mother to Xealtiel (Zilchel) Mary, considering this her greatest accomplishment.



Prof. Rajini G.

**Vels Institute of Science, Technology & Advanced Studies,
Chennai, India**

Dr. G. Rajini, a distinguished academician and thought leader, obtained her Ph.D. from Vellore Institute of Technology. With over two decades of academic excellence and five years of industry expertise, she is a renowned authority in Strategic Human Resource Management. Dr. Rajini has held the prestigious role of Principal Investigator for the National Science and Technology Management Information Systems (NSTMIS) Project under the Department of Science and Technology, Government of India. Her credentials are further bolstered by certifications as a Lean Six Sigma Black Belt from MSME-TDC, GoI, a TÜV-certified PoSH Trainer, and a professional hypnotherapist. A prolific author, Dr. Rajini has penned 11 books and has contributed 102 scholarly papers to international and national journals, as well as edited volumes, with her work indexed in Scopus(50 Papers), Elsevier, Web of Science, Google Scholar, and published by esteemed publishers such as Sage, Inderscience, and IGI Global. Her innovative contributions to the field are recognized through two patents granted in Australia and three patents published in India. She has successfully supervised 14 Ph.D. scholars and continues to guide 8 more in their doctoral pursuits. Dr. Rajini's academic and professional excellence has been acknowledged through 11 prestigious awards and recognitions. She has presented nearly 70 research papers across a diverse range of countries, including India, Malaysia, Uzbekistan, Indonesia, the Philippines, and Bangladesh, where she was honored as an invited guest presenter. She serves on the editorial boards of seven prominent journals and is an active peer reviewer. She has chaired 11 international conferences and 8 national-level executive meetings and conferences. Her consultancy acumen is exemplified by her role in drafting the "Business Development Plan for Training Centre, Tamil Nadu Highways Department" for Ecorys, a Netherlands-based consultancy firm. Dr. Rajini has also been resource person for ICSSR-sponsored workshops, EDPs under the Mahatma Gandhi National Council for Rural Education, Ministry of Education, Government of India, and training programs for the Academy of Prison & Correctional Administration and Police Training College and Coromandel International Limited (Murugappa Group) .



Najafi Auwalu Ibrahim, Ph.D.

Bayero University Kano, Nigeria

Dr. Najafi Auwalu Ibrahim is a Nigerian academic with a BBA from Usmanu Danfodio University, Sokoto, while his MSc in Management and PhD in Entrepreneurship are from Universiti Utara Malaysia. He has held key academic roles at Bayero University, Kano, including Coordinator of the Master's in Entrepreneurship at Dangote Business School and Examination Officer in the Department of Business Administration. He teaches entrepreneurship and strategy, mentors' young entrepreneurs, and has served as a member of the university senate.

He is a Certified Business Development Support Provider (BDSP) and Investment/Management Consultant. Currently, he is on a diplomatic mission with Nigeria's Technical Aid Corps (NTAC) in Rwanda, teaching, conducting research and mentoring at the University of Lay Adventists of Kigali (UNILAK).

Dr. Najafi was involved in TETFUND-funded national research on entrepreneurship education and student self-employment. He has presented at international conferences, published in high-impact journals, reviewed for Scopus-indexed publications, and won a Best Presenter Award at the 2014 AFAP Conference. He is proficient in SPSS and SmartPLS for data analysis.



Dr. Arbia Hlali

Taibah University, Saudi Arabia

Dr. Arbia Hlali, holds a PhD economics science, she worked as assistant professor in different universities in Tunisia and other countries, currently she work as an assistant professor at the Taibah university, Saudi Arabia, her research are related in general to management and economics, in particular supply chain management, transport and logistics, sustainability, digital transition, and among others.



Mr. Loeurt To

RMIT, Australia

Mr. Loeurt has worked in the education sector since 2003 in early childhood education, primary education, secondary education, vocational education, and higher education. He has published several research articles in primary education and higher education with international journals. His areas of expertise are community development, project design and management, research, monitoring and evaluation, curriculum development, education leadership management, and art and culture education. Currently, he is conducting international research projects on higher education with other international scholars in Asia and Europe. He holds a Master's degree in Development Studies from Victoria University of Wellington, New Zealand; a Master's degree in Business Administration; a Bachelor's degree in Business Administration; and a Pedagogy Certificate. He received fellowship and scholarship awards to study in New Zealand, the US, Singapore, Malaysia, and short courses in Asia and Europe.

Thursday | July 3, 2025

Organized by:



Co-Hosted:



<https://www.ibemsconference.com>

CONFERENCE PROGRAM

9th International Conference on Interdisciplinary Business, Economy, Management, and Social Studies (9th IBEMS)

Venue Conference: Curtin Perth, Bentley, Curtin University, Perth, Australia

July 3-4, 2025

Thursday, July 03, 2025

PERTH, Western Australia, Australia Time (UTC+8)	Dur'	Activity
8:30 - 9:00	0:30	Welcome reception and registration at Curtin Perth, Bentley, Curtin University, Perth, Australia Join Zoom Meeting: https://us06web.zoom.us/j/89372289819?pwd=CSqDlcACeR4m1KkrLx1zAggFwMF6bM.1 OR https://bit.ly/9thIBEMS Meeting ID: 893 7228 9819 Passcode: 9thibems
9:00 - 9:10	0:10	Welcoming and Conference Agenda announcement by MC
9:10 - 9:20	0:10	Welcome remarks of 9th IBEMS Dr. Tuwanku Aria Auliandri, S.E., M.Sc. Head of BMN Institute Universitas Airlangga, Indonesia
9:20 - 9:30	0:10	Opening Speech of 9th IBEMS Dr. Anna Ruby P. Gapasin, VP for Research, Extension and Development, Polytechnic University of the Philippines, the Philippines
9:30 - 9:45	0:15	Global Research Ecosystem Introduction Dr. Hendrati Dwi Mulyaningsih Conference Chair of 9th IBEMS Founder & CEO of Research Synergy Foundation
9:45 - 9:50	0:05	MOU, MOA, and IA Signing Research Synergy Foundation, Business Management Network Institute, and Polytechnic University of the Philippines
9:50 - 9:55	0:05	Group Photo
9:55 - 10:25	0:30	Keynote Speaker: Olan Ekowati, Ph.D Head of University Planning and Development Board, Head of Research Group on Human Capital and Organizational Studies, Universitas Airlangga, Indonesia
10:25 - 10:30	0:05	Token of Appreciation for Keynote Speaker
10:30 - 11:00	0:30	Keynote Speaker: Dr. Veronica Sarcino-Almase Campus Director, Polytechnic University of Philippines Ragay Camarines Sur, Philippines
11:00 - 11:05	0:05	Token of Appreciation for Keynote Speaker
11:05 - 11:20	0:15	Coffee & Tea Break (Split Room Preparation for Academic Parallel Presentation Session)
Curtin Perth, Bentley, Curtin University, Perth, Australia - Split Room 1, Session 1		
11:20 - 11:30	0:10	Session Chair Introduction of Onsite Presentation: Dr. Leilidyn Zurbano - Polytechnic University of the Philippines Lopez, Quezon Branch
11:30 - 11:45	0:15	Paper ID: IBM25104 Presenter: Yingxin Wen - Chongqing University Title: "Do Share Repurchases Affect Advertising Expenditure? Evidence from China"
11:45 - 12:00	0:15	Paper ID: IBM25127 Presenter: Yolla Margaretha Koesnadie - Maranatha Christian University Title: "Exploring the Role of Design Thinking in Shaping Entrepreneurial Learning at University: A Qualitative Approach"
12:00 - 12:15	0:15	Paper ID: IBM25200 Presenter: Pupung Purnamasari - Universitas Islam Bandung Title: "Data-Centric Risk Management Practices in Islamic Financial Institutions: A Developmental Study Between Brunei and Indonesia"
12:15 - 12:30	0:15	Paper ID: IBM25109 Presenter: Tuwanku Aria Auliandri - Universitas Airlangga Title: "Sustainable Logistics Practices: The Role of Green Supply Chain and Market Orientation in Driving Business Performance in Indonesia"
12:30 - 12:35	0:05	Distributing Certificate of Presentation, Testimonial, and Post-conference information announcement
12:35 - 13:20	0:45	Lunch Break
Curtin Perth, Bentley, Curtin University, Perth, Australia - Split Room 2, Session 1		
11:20 - 11:30	0:10	Session Chair Introduction of Onsite Presentation: Dr. Veronica Sarcino-Almase - Polytechnic University of Philippines Ragay Camarines Sur, Philippines
11:30 - 11:45	0:15	Paper ID: IBM25124 Presenter: Adelia Roadilla - Polytechnic University of the Philippines - Mulanay, Quezon Campus Title: "Gender-Based Mental Health and Coping Mechanisms in Higher Education in the Philippines"
11:45 - 12:00	0:15	Paper ID: IBM25122 Presenter: Lesley Ann Chan-Magtibay - Polytechnic University of the Philippines Lopez Campus Title: "Assessment of Culinary Perception and Food Image Dimensions of Locally Produced Foods in Quezon Province"
12:00 - 12:15	0:15	Paper ID: IBM25145 Presenter: I Ketut Darjika Astu - Universitas Pendidikan Ganesha Title: "Systematic Literature Review (SLR): The Role of Virtual Reality (VR) in Education"
12:15 - 12:30	0:15	Paper ID: IBM25163 Presenter: Ni Made Inna Darwardani - Universitas Udayana Title: "The Role of Government and Financial Institutions in Enhancing the Resilience of Accommodation Businesses During COVID-19 Pandemic: Evidence From Bali"
12:30 - 12:35	0:05	Distributing Certificate of Presentation, Testimonial, and Post-conference information announcement

Curtin Perth, Bentley, Curtin University, Perth, Australia (B1 Floor) - Split Room 1, Session 2				Curtin Perth, Bentley, Curtin University, Perth, Australia - Split Room 2, Session 2			
13:20	-	13:30	0:10	Session Chairs Introduction of Onsite Presentation: - Dr. Tuwanku Aria Auliandri, S.E., M.Sc. - Universitas Airlangga, Indonesia - Dr. Veronica Sarcino Almase -Polytechnic University of Philippines Ragay Camarines Sur, Philippines			
13:30	-	13:45	0:15	Paper ID: IBM25106 Presenter: Leilidyn Zurbano - Polytechnic University of the Philippines Lopez, Quezon Branch Title: "Organic Farming Practices in Selected Municipalities in 4th District of Quezon"			
13:45	-	14:00	0:15	Paper ID: IBM25126 Presenter: Felicitas Trinidad - Polytechnic University of the Philippines Title: "Employee Satisfaction and Engagement of Faculty Members and Administrative Employees in a State University: A Mixed-Method Sequential Explanatory Design"			
14:00	-	14:15	0:15	Paper ID: IBM25148 Presenter: Maria Nita Ayudiarti - Pertamina University Title: "The Effect of Implementing Total Quality Management (TQM) in Construction Service Businesses on Project Performance in State-Owned Enterprises (SOEs) in Indonesia's Construction Sector"			
14:15	-	14:30	0:15	Paper ID: IBM25155 Presenter: Lidya de Vega - Lancaster University Title: "Developing Sustainable Entrepreneurship through Financial Inclusion"			
14:30	-	14:45	0:15	Paper ID: IBM25167 Presenter: Saputra Marisi Holong Marbun - Universitas Pendidikan Ganesha Title: "Utilization of Interactive Multimedia Classdojo in Elementary to Secondary Education System: Literature Review Study"			
14:45	-	15:00	0:15	Paper ID: IBM25179 Presenter: Tifa Noer Amelia - Perbanas Institute Title: "The Destructive Bet: Online Gambling's Impact on Individuals and Families in Indonesia"			
15:00	-	15:15	0:15	Paper ID: IBM25111 Presenter: Theresia Ery Lonita - University of Indonesia Title: "Digital Bureaucracy and Social Protection of Indonesian Migrant Worker in Special Placement Program to Taiwan (SP2T)"			
15:15	-	15:30	0:15	Paper ID: IBM25129 Presenter: Rizki Kurniawan - Gadjah Mada University, Indonesia Title: "Madurese Ethnic Xenophobia : A Literature Review on Phenomenon of Xenophobia in Universitas Trunojoyo Madura Students"			
15:30	-	15:45	0:15	Paper ID: IBM25143 Presenter: Dian Novita - Universitas Airlangga Title: "Shaping Sustainable Futures: The Role of Regulatory Focus and Consumer Perceptions in Sustainable Packaging Purchases"			
15:45	-	16:00	0:15	Paper ID: IBM25108 Presenter: Nuri Herachwati - Universitas Airlangga Title: "Determinants and Constraints of Green Human Resource Management (GHRM) Implementation in Uncertain Conditions: A Resource-Based View and Stakeholder Theory Perspective"			
16:00	-	16:15	0:15	Paper ID: IBM25190 Presenter: Andika Syahputra - Ganesha University of Education Title: "Digitalization of Education to Shape a Sustainable Future: A Systematic Review"			
16:15	-	16:30	0:15	Paper ID: IBM25193 Presenter: Isfenti Sadalia - Universitas Sumatera Utara Title: "How P2P Lending Mediates the Relationship Between Financial Intelligence and SME Performance"			
16:30	-	16:35	0:05	Distributing Certificate of Presentation, Testimonial, and Post-conference information announcement			
				Distributing Certificate of Presentation, Testimonial, and Post-conference information announcement			
16:35	-	16:50	0:15	Coffee & Tea Break (Preparation to open the split room into one main room for Closing Ceremony)			
16:50	-	17:00	0:10	Awarding Ceremony : Best Presentation Best Paper Session Chair Recognition			
17:00	-	17:05	0:05	Announcement of 9th IBEMS - DAY 2 agenda			
17:05	-	17:15	0:10	Closing Remarks of 9th IBEMS - DAY 1 Dr. Tuwanku Aria Auliandri, S.E., M.Sc. Head of BMN Institute Universitas Airlangga, Indonesia			
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CONFERENCE PROGRAM

Friday | July 4, 2025

Organized by:

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<https://www.ibemsconference.com>

CONFERENCE PROGRAM
9th International Conference on Interdisciplinary Business, Economy, Management, and Social Studies (9th IBEMS)
VIRTUAL CONFERENCE July 3-4, 2025

Friday, July 04, 2025

Jakarta Time (UTC+7)	Dur'	Activity
*Please note that ALL conference TIME is in Jakarta Time/ WIB/ UTC+7. Please check your time zone.		Join Zoom Meeting: https://us06web.zoom.us/j/89372289819?pwd=CSqDlcACeR4m1KkrLx1zAggFwMF6bM.1 OR https://bit.ly/9thIBEMS Meeting ID: 893 7228 9819 Passcode: 9thibems
8:30 - 9:00	0:30	Online Participant Login and Join Virtual Conference by ZOOM - start at 9 AM
9:00 - 9:10	0:10	Welcoming and Conference Agenda announcement by MC
9:10 - 9:20	0:10	Welcome remarks of 9th IBEMS Day 2 To be confirmed
9:20 - 9:25	0:05	Group Photo
9:25 - 9:55	0:30	Keynote Speaker: Dr. Yeo Sook Fern Director, Centre of Excellence for Business Innovation and Communication, Multimedia University, Malaysia
9:55 - 10:00	0:05	Token of Appreciation for Keynote Speaker
10:00 - 10:30	0:30	Keynote Speaker: Dr. Prameshwara Anggahegari Research Centre for Cooperative, Corporation, and People's Economy, National Research and Innovation Agency, Indonesia
10:30 - 10:35	0:05	Token of Appreciation for Keynote Speaker
10:35 - 10:50	0:15	Session Chair Introduction of Online Presentation Main Room, Breakout Room 1 Main Room: Prof. Maryann H. Lanuza, LPT - City College of Calamba, Philippines
10:50 - 11:50	1:00	Online Presentation - maximal 4 presenters 15 minutes/presenter
11:50 - 12:00	0:10	Awarding Certificate of Presentation, Testimonial, and Post-conference information announcement
12:00 - 13:00	1:00	Break (Video played: University Profile, and Program of BMN&PUP; Research Synergy Foundation Profile, Co-Host Profile; 9th IBEMS Agenda & Sessions)
Academic Online Parallel Presentation Session		
13:00 - 13:15	0:15	Session Chair Introduction of Online Presentation Main Room, Breakout Room 1, Breakout Room 2, Breakout Room 3 Main Room: Dr. Arbia Hlali - Taibah University, Saudi Arabia Breakout Room 1: Prof. Rajini G. - Vels Institute of Science, Technology & Advanced Studies, Chennai, India Breakout Room 2: - Najafi Auwalu Ibrahim, Ph.D. - Bayero University Kano, Nigeria - Mr. Loeurt To - RMIT, Australia
13:15 - 15:45	2:30	Online Presentation - maximal 10 presenters 15 minutes/presenter
15:45 - 16:00	0:15	Awarding Certificate of Presentation, Testimonial, and Post-conference information announcement
16:00 - 16:15	0:15	Short Break, and Best Presenters score recapitulation for 9th IBEMS Day 2
16:15 - 16:25	0:10	Awarding Ceremony : Best Presentation Best Paper Session Chair Recognition
16:25 - 16:35	0:10	Closing Speech of 9th IBEMS DAY 2

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CONFERENCE PROGRAM

Friday | July 4, 2025

Friday, July 04, 2025		
9th IBEMSS, Day 2 Session 1 - VIRTUAL Presentation - Main Room		
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Session Chair: Prof. Maryann H. Lanuza, LPT - City College of Calamba, Philippines		
Time: 10:35 - 12.00 (UTC+7) *Please note that ALL conference TIME is in JAKARTA time UTC+7. Please check your time zone.		
Track Management		
Paper ID	Presenter	Paper Title
IBM25177	Muhammad Taufik Mardian	Exploring the Innovation Capability: A Bibliometric Approach to Global Research Trends (2015-2025)
IBM25198	Misael Jr Camposano	Developing Policy Guidelines to Mitigate the Impacts of Variation Orders on Project Costs in Water and Wastewater Projects in the Philippines Using Analytical Hierarchy Process
IBM25178	Nani Fitriani	Saving With Style: How Digital Promotional Media and Product Quality Drive Millennials' Adoption of Bank's Saving Product
IBM25183	Septo Pramesworo	The Role of Good Corporate Governance as a Moderate Influence of Financial Performance on Financial Distress
Friday, July 04, 2025		
9th IBEMSS, Day 2 Session 2 - VIRTUAL Presentation - Main Room		
Join Zoom Meeting: https://us06web.zoom.us/j/89372289819?pwd=CSqDlcACeR4m1KkrLx1zAgqFwMF6bM.1 OR https://bit.ly/9thIBEMS Meeting ID: 893 7228 9819 Passcode: 9thibems		
Session Chair: Dr. Arbia Hlali - Taibah University, Saudi Arabia		
Time: 13.00 - 16.00 (UTC+7) *Please note that ALL conference TIME is in JAKARTA time UTC+7. Please check your time zone.		
Track Entrepreneurship		
Paper ID	Presenter	Paper Title
IBM25173	Hani Sirine	Capital as a Defense Mechanism: Psychological Safety Buffer in Entrepreneurial Anxiety
Track Business		
Paper ID	Presenter	Paper Title

IBM25184	Naja Hanifa Suandi	Analysis of the Influence of Digital Financial Literacy on Interest in Using QRIS for Payments Mediated by Awareness, User Experience, and Technology Support.
IBM25185	Bharto Ari Raharjo	The Influence of Safety Leadership, Safety Culture, and Safety Performance on Competitive Advantage in the Global Business Sector (Study at Shipping Companies in Indonesia)
IBM25182	Muhammad Willy	Trends and Evolution of Business Strategy Research: A Systematic Literature Review Using Bibliometric Tools
IBM25114	Joan Camille Ilagan	Diving into the Deeper Sea: A Case Study on an Apparel Brand's Sustainable Conservation Effort
IBM25181	Robert Sarjaka	A Systematic Review of the Influence of Corporate Social Responsibility on Employee Performance
Track Accounting		
Paper ID	Presenter	Paper Title
IBM25174	Dewi Kartika Didik	Unraveling the Cause of Fraudulent Financial Reporting in the Indonesian Banking Sector: The Revised Beneish M-Score Approach
Track Organization Development		
Paper ID	Presenter	Paper Title
IBM25188	Buyung Pramitra	Enhancing Port Performance through Digital Transformation: The Role of Networking Capability and Transformational Organization in Indonesian Container Ports
Track Islamic Studies		
Paper ID	Presenter	Paper Title
IBM25164	Adamu Abubakar Muhammad	The Relevance of Waqf in Supporting Environmental Education and Sustainable Development
Friday, July 04, 2025		
9th IBEMSS, Day 2 Session 2 - VIRTUAL Presentation - Breakout Room 1		
Join Zoom Meeting: https://us06web.zoom.us/j/89372289819?pwd=CSqDlcACeR4m1KkrLx1zAggFwMF6bM.1 OR https://bit.ly/9thIBEMS Meeting ID: 893 7228 9819 Passcode: 9thibems		
Session Chair: Prof. Rajini G. - Vels Institute of Science, Technology & Advanced Studies, Chennai, India		
Time: 13.00 - 16.00 (UTC+7) *Please note that ALL conference TIME is in JAKARTA time UTC+7. Please check your time zone.		
Track Humanities		
Paper ID	Presenter	Paper Title
IBM25168	Ulul Albab	Social Identity and Altruism During Crisis Situations: Social Groups Solidarity

Track Economics		
Paper ID	Presenter	Paper Title
IBM25170	Seyfeddin Neslinebi	The impact of Migration on Turkey's Economy (2010-2025)
IBM25189	Faizul Idris	The Role of Forensic Accounting in Resolving Corporate Financial Disputes Through Litigation
IBM25107	Dwi Romadhon	Are We Truly Preparing Students for Financial Success? Insights from Economic Education Curricula in Indonesia
Track Human Resources Management		
Paper ID	Presenter	Paper Title
IBM25176	Maryadi	Advancing the Understanding of Employee Performance: A Recent Systematic Literature Review Using PRISMA
IBM25175	R. Adelina Fauzie	The Relationship Between Law Number 4 of 2023 Concerning the Development and Strengthening of the Financial Sector to the Development of Human Resources in Islamic Banking From the Perspective of Islamic Economic Law Politics
IBM25172	Emmanuel Dotong	The Mediating Role of Satisfaction in the Relationship Between Motivation and Work-Life Balance: Insights from Higher Education Institution
Friday, July 04, 2025		
9th IBEMSS, Day 2 Session 2 - VIRTUAL Presentation - Breakout Room 2		
Join Zoom Meeting: https://us06web.zoom.us/j/89372289819?pwd=CSqDlcACeR4m1KkrLx1zAggFwMF6bM.1 OR https://bit.ly/9thIBEMS Meeting ID: 893 7228 9819 Passcode: 9thibems		
Session Chair: Najafi Auwalu Ibrahim, Ph.D. - Bayero University Kano, Nigeria Mr. Loeurt To - RMIT, Australia		
Time: 13.00 - 16.00 (UTC+7) *Please note that ALL conference TIME is in JAKARTA time UTC+7. Please check your time zone.		
Track Business		
Paper ID	Presenter	Paper Title
IBM25120	Irvin Perono	Blueprint for Employee Fulfillment: Crafting a Well-Being Model Grounded in the Introspection of Gen Y Professionals
IBM25119	Loren Arn Enrique	Assessing the Mediating Effect of Brand Perception and Consumer Engagement on Generation Z's Purchase Decisions through Social Media Influencers
IBM25159	Chelsia Pranindyasari	The Impact of Fulfillment Omnichannel Retailing and Brand Perception on Customer Retention in the Cosmetics Industry
Track Sustainability Studies		
Paper ID	Presenter	Paper Title

IBM25204	Kashif Akbar	An Analysis of Pakistan as a Case Study for Monitoring the Aims of Sustainable Development
Track Management		
Paper ID	Presenter	Paper Title
IBM25147	Angell Duque	An Assessment of Leadership Styles and Emotional Intelligence Among Supervisors in Car Dealership: A Rank-and File Employee Perspective
IBM25205	Febri Nila Chrisanty	Dynamic Integration Capability in Public Institution: The Case of Strategic Alliance Performance in Learning Framework
IBM25203	Marijane Iglesia	Strategies for Minimizing Government Project Delays: Perspectives from Construction Professionals in Partido Area, Camarines Sur
IBM25180	Ummu Ajirah Abdul Rauf	Knowledge Nodes, Revenue Roads: Enterprise Risk Management as the Catalyst Between Intranet Quality and University Performance

Track: Business



Venture Capital, Cost Stickiness and Innovation: Evidence from China

| Tao Zeng
Chongqing University

Abstract

Background – As competition intensifies, VCs increasingly favor co-investment to diversify risks, enhance supervision and mitigate information asymmetry, strengthen supervision and reduce information asymmetry, which also has a considerable impact on investees' management. This raises the question: how do enterprises allocate resources to achieve a mutually beneficial outcome under different VC investment models?

Purpose – This study explores the impact of VC models and characteristics on cost stickiness from a dynamic perspective.

Design/methodology/approach – Using the OLS method, this study investigates cost stickiness as the dependent variable, with single VC, joint VCs, and the concentration of joint VCs serving as primary independent variables. Additionally, a series of control variables such as Size Growth ROE Cash Lev Oplev Tangibility Top1 Manhol Firmage are included, while controlling for industry and year effects.
$$\text{sticky}_{i,t} = \alpha_0 + \alpha_1 X_{i,t} + \gamma \text{Controls}_{i,t} + \text{Year FE} + \text{Industry FE} + \varepsilon_{i,t}$$

Findings – The findings reveal that (1) A single VC tends to exacerbate enterprise cost stickiness, while joint VCs can alleviate it, but can also exacerbate it with increased equity concentration. (2) Joint VCs affects cost stickiness through enhancing financialization, increasing R&D, and attracting media attention. (3) Joint VCs can increase firms' innovation inputs, transformation and efficiency.

Research limitations – This study has potential limitations as follows: First, considering the transparency and availability of venture capital and cost stickiness, we collect the data of Chinese listed companies, but no other companies are included. Second, this study in lack of macro-environmental variables as control variables. Third, this study defines the term of single/joint venture capital in a limited scope.

Originality/value – First, it expands the literature on VC models and characteristics by examining their effects from a micro perspective. Second, it adds to the understanding of the factors that affect cost stickiness, revealing that while a single VC cannot alleviate cost stickiness, joint VCs can, but an increase in equity concentration will also exacerbate it. Lastly, although single VC fail to alleviate cost stickiness, the development of capital markets and improvements in financial systems are likely to encourage more joint investments.

Keywords: Venture capital; joint venture capital; sticky costs; agency problems

Competitive Strategy Canvas: Strategic Tools for MSMEs

| Maya Malinda¹, Yolla Margaretha², Elizabeth Wianto³
^{1,2,3}Maranatha Christian University

Abstract

Background – At present, medium small and micro enterprises (MSMEs) face challenges in understanding and coping with market competition. One of the main problems is the lack of ability to analyze competitors and design sustainable business strategies. Therefore, they tend to just follow market trends without making clear distinctions. For example, when a new product becomes popular, MSMEs compete to sell similar products without considering their uniqueness or added value. The strategies employed are often focused solely on lowering prices or copying what other traders are doing. Lack of knowledge about competitors, including their business size and working model, is also a factor that hinders business growth. To overcome this challenge, more targeted business development strategies are needed so that MSMEs can compete more effectively and sustainably.

Purpose – The purpose of this strategy is to meet the challenges faced by UMKM and develop a competitive strategy. We invite you to participate in the Competitive Strategy Canvas, where strategies are developed to understand the solutions for those professionals with micro, micro and hybrid talents (UMKM) to ensure their competitive efficiency and achieve competitive advantage.

Design/methodology/approach – The methodology of this strategic tool is a qualitative method; literature review in journal, interview with MSMEs to understand the need of them.

Findings – The result is Competitive Strategy Canvas has eleven elements consisting of Focus on a niche market (F); Operationally efficient (O); Market Research & Analysis (R); Monitor and benchmark performance (M); Agile and Responsive (A); Invest in talent and training (T); Build Strong Customer Relationships (B); Sustainable Innovation (I); Differentiation (D); Effective Marketing and Branding (E); Strategic partnerships and alliances (S).

Research limitations – Research gaps in this paper, although various studies have discussed business strategies for MSMEs, there is still a gap in understanding how MSMEs can develop competitive strategies that not only follow market trends but are also oriented towards differentiation and business sustainability.

Originality/value – Expectantly these Competitive strategy notes have novelty will help MSMEs get new perspective to compete the competitor. Research limits less data and time for implementing this strategy. Originality of this paper is a new idea strategy for MSMEs running their business

Keywords: Competitive Strategy Canvas, Competitor, Innovation, Strategic tools

The Impact of Fulfillment Omnichannel Retailing and Brand Perception on Customer Retention in the Cosmetics Industry

| Chelsia Pranindyasari¹, Cindy Malinda Uscha²

^{1,2}Multimedia Nusantara Polytechnic

Abstract

Background – Business digitalization, particularly in e-commerce sales, has increased due to the surge in internet users during the pandemic. However, post-pandemic, consumers prefer spending money at physical stores due to the absence of physical distancing. This shift has led to the rise of omnichannel retailing as a strategy to integrate online and offline services. This phenomenon has made the retail industry increasingly dynamic and complex. Customer retention remains one of the biggest challenges in the retail sector, as businesses need to meet customer needs in diverse ways to provide the best customer experience and encourage loyalty within the same distribution channel.

Purpose – This research focuses on the factors influencing customer retention, specifically in cosmetic retailers in Indonesia, using the SOR (Stimulus-Organism-Response) theory. The SOR theory is employed to identify consumer purchasing behavior in cosmetics omnichannel retailing and to analyze strategies that enhance customer retention. The impact of order fulfillment has been analyzed with brand experience as a mediator.

Design/methodology/approach – Data from 172 respondents were collected through a 1-7 Likert scale questionnaire using Google Forms. This study uses a quantitative cross-sectional approach and purposive sampling for SEM-PLS.

Findings – Five out of eight hypotheses were supported, indicating that omnichannel interaction and individualization significantly and positively affect sensory, affective, and behavioral brand experiences.

Research limitations – This research is limited to the implementation of omnichannel retailing in the cosmetics industry and Indonesian consumers. This research is also limited to order fulfillment and brand experience as the object variables. Further research could explore other variables that may influence customer retention.

Originality/value – The SOR framework is applied to omnichannel retail attributes with brand experience as a mediator to customer retention. Brand experiences that prioritize visuals and emotions also have a notable impact on customer retention, particularly for cosmetic products

Keywords: Omnichannel, Customer Retention, SOR, Consumer Behavior

Trends and Evolution of Business Strategy Research: A Systematic Literature Review Using Bibliometric Tools

| Muhammad Willy¹, Mochammad Al Musadieq², Yusri Abdillah³, Nila Firdausi Nuzula⁴
^{1,2,3,4}Brawijaya University

Abstract

Background – Business strategy research has rapidly evolved over the past decades, driven by technological advances, globalization, and increasing emphasis on sustainability. Understanding its development and current trends is essential for advancing theory and practice

Purpose – This study aims to systematically review and map the trends and evolution of business strategy research using bibliometric tools to identify dominant themes, influential authors, institutions, and countries

Design/methodology/approach – A Systematic Literature Review (SLR) was conducted using data from the Scopus database. A total of 300 journal articles published between 1994 and 2024 were retrieved using the filter TITLE-ABS-KEY (business AND strategy) AND PUBYEAR 1994 AND PUBYEAR < 2025 AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (SRCTYPE, "j")). Bibliometric analysis was performed employing Publish or Perish, VOSviewer, and related methods to analyze publication patterns, keyword co-occurrences, and citation impacts.

Findings – The analysis revealed key themes such as sustainability, human factors, decision-making, innovation, business models, and digital transformation. China emerged as the leading country in terms of publication volume and citation impact. The research landscape is multidimensional, integrating resource-based views, managerial practices, and environmental dynamics

Research limitations – The study is limited to English-language articles indexed in Scopus, which may exclude relevant works from other databases or non-English publications.

Originality/value – This study provides a comprehensive and updated overview of business strategy research, offering valuable insights for academics, practitioners, and policymakers to guide future research directions and practical applications

Keywords: Business Strategy, Sustainability, Innovation, Systematic Literature Review, Bibliometric Analysis

A Systematic Review of the Influence of Corporate Social Responsibility on Employee Performance

| Muhammad Willy¹, Mochammad Al Musadieq², Yusri Abdillah³, Nila Firdausi Nuzula⁴

¹²³⁴Brawijaya University

Abstract

Background – Corporate Social Responsibility (CSR) has become a vital aspect of modern business strategies and is increasingly linked to positive organizational outcomes, including employee behavior and performance. Despite extensive research on CSR, there remains a gap in understanding the specific mechanisms through which CSR initiatives influence employee performance across different industries and contexts. This lack of clarity limits the ability of organizations to design and implement CSR programs that maximize employee-related benefits effectively.

Purpose – This study aims to systematically review the literature on the influence of CSR on employee performance and identify the key mechanism driving this relationship.

Design/methodology/approach – A systematic review was conducted by searching the Scopus database using keywords related to CSR and employee performance. The inclusion criteria comprised empirical studies published in peer-reviewed journals between 2021 and 2024. Additionally, the inclusion criteria encompassed articles employing quantitative, qualitative, or mixed methods of analysis. The selected studies were critically analyzed and synthesized to identify patterns and themes related to the impact of CSR on employee outcomes.

Findings – The review reveals that CSR affects employee performance predominantly through increased motivation, higher job satisfaction, and improved organizational image, which in turn enhances employee engagement and productivity. However, the strength of these effects varies across different industries and methodological approaches.

Research limitations – As a systematic literature review, this study relies on the quality and completeness of prior research. Therefore, the findings are inherently influenced by the scope and depth of the existing studies reviewed.

Originality/value – This study offers a comprehensive synthesis of CSR's influence on employee performance by integrating diverse empirical evidence. This study addresses existing gaps by emphasizing methodological rigor and contextual variability, providing practical insights for human resource management and suggesting directions for future research to enhance CSR's strategic effectiveness in workforce development.

Keywords: Business Strategies, Corporate Social Responsibility, Employee Performance, Systematic Literature Review

The Destructive Bet: Online Gambling's Impact on Individuals and Families in Indonesia

| Tifa Noer Amelia¹, Riyan Anugerah Siregar¹, Fauzan Azim¹

¹Perbanas Institute

Abstract

Background – Attractive game designs in online gambling can trigger dopamine responses, causing players to lose control. Information about online gambling spreads quickly through various digital platforms and recommendations. The ease of creating an account also accelerates it. Individuals and families are in a mess and conflict due to this problem. Even more, social structures are changing.

Purpose – This research has the purpose of describing the response of online gambling survivors and the survivors' family point of view in Indonesia.

Design/methodology/approach – One of the serious consequences of online gambling addiction is financial problems, including mounting debt. In this report, a source was in debt due to online gambling and ended up using online loans to cover losses. Online loans were chosen because of the ease and speed of disbursement of funds, even with high interest and short terms. This worsened the source's financial condition, making him chased by debt collectors. This research uses Mitroff's crisis management theory, which consists of signal detection, prevention/preparedness, containment, recovery, and learning.

Findings – The signal detection and prevention/preparedness stages constitute the proactive approach to crisis management and determine the readiness of the organization to deal with a crisis. The other three stages constitute the reactive approach to crises, with activities carried out after the occurrence of a crisis. Based on this framework, research will be mapped by how the theory is applied based on the data gathered.

Research limitations – Limited to 4 respondents in Jakarta (2 survivors and 2 families of survivors). The generalization of this research is only the survivors mentioned in this particular research.

Originality/value – Based on the interview and observation of 4 respondents during January 2025 to May 2025, found that the Survivors' family made various efforts to help, ranging from family discussions, seeking advice from religious figures, to drastic measures such as confiscating cell phones and closing bank accounts. Some families were even forced to close debts to protect themselves from threats. Preventive efforts such as securing family assets were also carried out. However, the wounds caused by this addiction take a long time to heal. Further research is needed to better understand the relationship between online gambling and online loans in Indonesia.

Keywords: Online Gambling, Online Lending, Destructive Bet, Online Platform

Analysis of the Influence of Digital Financial Literacy on Interest in Using QRIS for Payments Mediated by Awareness, User Experience, and Technology Support

| Syauqi Jinan¹, Naja Hanifa Suandi¹, Jocelin Marcha Esterina Frans¹

¹Perbanas Institute

Abstract

Background – Digital developments in the financial industry impact the payment methods chosen by consumers. With the ease of transactions, people's lifestyles have changed a lot, so digitalization is needed for large companies and MSMEs to improve their services. The payment system (Quick Response Code Indonesian Standard) or QRIS is one of the government's efforts through Bank Indonesia to improve the quality and ease of financial transactions to increase sales turnover.

Purpose – This study is to analyze the use of QRIS which is effective when someone has financial literacy, such as Perception of Security, Ease of Use, Digital Promotion towards consumer interest mediated by Awareness, User Experience, Technology Support.

Design/methodology/approach – This study uses descriptive analysis with quantitative methods. The data collection method is a questionnaire with a Likert scale, and data processing uses Smart PLS tools. Based on the data collection carried out, 210 respondents were obtained representing several groups of society with 20 MSME sectors with different random sampling methods in Jakarta, Indonesia.

Findings – Found a significant influence of the use of QRIS on purchasing interest in MSMEs, but not all regions in Indonesia

Research limitations – This study is to analyze the use of qris which is effective when someone has financial literacy, such as Perception of Security, Ease of Use, Digital Promotion towards consumer interest mediated by Awareness, User Experience, Technology Support

Originality/value – This study provides an original contribution by examining the influence of digital financial literacy on the intention to use QRIS mediated by awareness, user experience, and technology support in MSMEs in Jakarta. This approach is still rarely used in the local context of Indonesia, especially when considering all three mediating variables simultaneously. The added value of this study is to provide empirical insights to policymakers and business actors regarding the importance of increasing digital literacy as a foundation for encouraging the implementation of digital payment systems widely and evenly across regions.

Keywords: Digital Financial Literacy, Interest in Using QRIS, Awareness, User Experience, and Technology Support.

The Influence of Safety Leadership, Safety Culture, and Safety Performance on Competitive Advantage in the Global Business Sector (Study at Shipping Companies in Indonesia)

| Bharto Ari Raharjo¹, Hamidah Nayati Utami¹, Tri Wulida Afrianty¹, Ika Ruhana¹

¹Brawijaya University

Abstract

Background – Safety is a critical factor in the shipping industry, and it plays a vital role in supporting Indonesia's economy through trade, export, and logistics. Despite its importance, the industry still faces significant safety challenges, as evidenced by the high number of ship accidents in recent years. Effective safety practices are essential not only to prevent accidents but also to maintain operational efficiency and competitiveness. While Safety Leadership and Safety Culture have been recognized as key elements in promoting safety, there is limited understanding of how these components directly and indirectly influence a company's Competitive Advantage through Safety Performance.

Purpose – This study aims to examine the influence of Safety Leadership and Safety Culture on Safety Performance and their impact on Competitive Advantage in the shipping sector. The study also investigates the mediating role of Safety Performance in these relationships.

Design/methodology/approach – A quantitative approach was employed using structural equation modeling (SEM) to analyze survey data collected from shipping companies. The study tested the direct effects of Safety Leadership and Safety Culture on Safety Performance and Competitive Advantage, as well as the mediating role of Safety Performance. In this study, all members of the population were used as sample units, so that $n = N = 345$ companies operating in ports across Indonesia became the respondents involved.

Findings – Results indicate that Safety Leadership and Safety Culture significantly enhance Safety Performance. Safety Performance positively impacts Competitive Advantage and mediates the relationship between Safety Leadership, Safety Culture, and Competitive Advantage. Although Safety Leadership does not have a significant direct effect on Competitive Advantage, its influence through improved Safety Performance is substantial. A strong Safety Culture also indirectly contributes to Competitive Advantage via Safety Performance.

Research limitations – The study is limited by its cross-sectional design and industry-specific sample, which may affect the generalizability of findings to other sectors or longitudinal contexts.

Originality/value – This research highlights the critical mediating role of Safety Performance in linking leadership and cultural factors to competitive outcomes. It provides practical insights for shipping companies seeking to enhance competitiveness through safety management practices.

Keywords: Safety Leadership, Safety Culture, Safety Performance, Competitive Advantage, Path Analysis

Why SMEs Subscribe: Investigating Value Perceptions in Paid Digital Subscription Service

| Felicia Abednego¹, Yolla Margaretha¹

¹Maranatha Christian University

Abstract

Background – Subscription-based services are becoming increasingly relevant across various sectors, including among small and medium entrepreneurs (SMEs). The increase of subscription service usage in SMEs occur because of the convenience and features offered through subscriptions as beneficial for improving operational efficiency and business continuity.

Purpose – This study investigates how SMEs subscribers' perceptions of value influence their intention to subscribe to any subscription services, focusing on many different dimensions of consumption values.

Design/methodology/approach – The study adopts the Theory of Consumption Values, examining how five value dimensions: functional, emotional, social, epistemic, and conditional affect users' subscription intentions. Data will be collected through a survey of 150 users of paid subscription services in Indonesia, specifically targeting individuals who own or manage small and medium enterprises (SMEs). The sampling method used is purposive sampling, focusing on respondents who both run SMEs and use paid subscription services. Data will be analyzed using regression analysis in SPSS to identify the influence of each consumption value dimension on subscription behavior.

Findings – The findings indicate that functional and emotional values have impact on subscription intention. In contrast, social, epistemic, and conditional values exert a more moderate influence. These insights reveal varied motivations behind SMEs.

Research limitations – The study is limited by its sample size (150 participants from SMEs) and geographic scope, which may affect the generalizability of the findings to broader populations or different cultural contexts.

Originality/value – This study contributes to the literature by exploring the role of value perceptions in shaping subscription intentions, particularly in a developing country context. It offers practical insights for subscription digital service providers to tailor offerings based on value dimensions that matter most to users.

Keywords: subscription intention, consumption values

Diving into the Deeper Sea: A Case Study on an Apparel Brand's Sustainable Conservation Effort

| Meerabelle Alngog¹, Hervey Coline Soriano¹, Lea Charlixine Marien Tatel¹, Joan Camille Ilagan¹

¹Lyceum of the Philippines University

Abstract

Background – This is a qualitative case study of an eco-responsible apparel brand that promotes environmental science and marine conservation. The study identifies gaps in existing research, such as the need for better analysis of corporate initiatives' effectiveness and enhanced cross-sector collaboration. Using structured interview with a key company representative, the findings emphasize that businesses can play a vital role in driving environmental change, bridging scientific research with community engagement, and supporting ocean ecosystem preservation.

Purpose – To investigate factors driving corporate engagement in ocean conservation initiatives, exploring the motivations and incentives prompting companies to invest in sustainable innovations and participate in conservation effort; To pinpoint the obstacles and difficulties encountered by companies when implementing and expanding sustainable innovations and initiatives for the purpose of ocean conservation; and To contribute to existing literature on corporate social responsibility and environmental sustainability by providing insights into companies' engagement in ocean conservation and sustainable development.

Design/methodology/approach – Qualitative study conducted through an in-depth interview with an ocean conservation company.

Findings – 1. Motivation for Ocean Conservation The company was established for the purpose of ocean conservation. It traces back to a personal motivation towards mmarine ecosystem. The company's dedication to ocean conservation is rooted in personal passion and a deep emotional connection to marine ecosystems while observing a gap for efforts in ocean conservation. A key factor in driving the creation of the organization to address such gaps. 2. Sustainable Innovations and Activities The company employs innovative strategies to support ocean conservation, effectively bridging the gap between consumer behavior and environmental advocacy. One initiative is the creation of a product line designed to raise awareness while generating funds for conservation, with 5% of sales donated to partner organizations. 3. Challenges in Ocean Conservation Ocean conservation remain a challenge given the inflation, supply chain disruptions and post-COVID recovery efforts. The company struggles to maintain a steady profitability to sustain the conservation efforts. 4. Community Engagement and Capacity Building The company emphasizes collaboration and education to amplify its impact on marine conservation. Annual donations, ranging from \$75,000 to \$100,000, support 22 conservation organizations, with contributions directly linked to specific product sales.

Research limitations – One company interviewed for the study.

Originality/value – 95

Keywords: Business, Sustainability, Marine Ecosystem

Blueprint for Employee Fulfillment: Crafting a Well-Being Model Grounded in the Introspection of Gen Y Professionals

| Irvin Perono¹, Dr. Ma. Victoria U. Rosas¹

¹Lyceum of the Philippines University - Manila, Philippines School of Business Administration

Abstract

Background – Modern workplace studies have increasingly emphasized employee well-being, with particular attention to the challenges faced by Generation Y. Many views happiness and positive well-being not as life's goal but as essential foundations for thriving and improving quality of life. By 2025, Gen Y is projected to comprise 75% of the workforce, driving ongoing transformations in the work environment.

Purpose – The goal of this research is to provide additional insights by offering a comprehensive analysis of the welfare of Gen Y workers in the Philippine BPO sector, specifically the five aspects of well-being, namely: psychological, social, physical, occupational, and spiritual.

Design/methodology/approach – The study employed quantitative analysis and used descriptive correlations. A total of 399 respondents participated in the survey using simple random sampling working in BPO industry in Metro Manila. Pearson R was used to establish the relationship between demographics, dimensions of well-being, and overall well-being. Linear regression analysis was used to establish the resulting model.

Findings – Apart from SoWB, which produced a slightly dissatisfied assessment from the respondents, the overall mean rating and the other well-being measures produced a slightly satisfied result. Only OcWB showed a positive correlation with years of experience in the BPO business when demographic profile was considered; the other well-being dimensions did not show any significant correlation. The equation derived is: Overall Well-Being = $0.751 + 0.216a + 0.174b + 0.206c + 0.194d$. Only SpWB(a), PhWB(b), SoWB(c), and PsWB(d) were considered in the equation which yielded a significant relationship with overall well-being.

Research limitations – This study is limited only to the Gen Y employees in BPO industry in Metro Manila, Philippines. Five dimensions of well-being were taken into consideration, namely: spiritual well-being (SpWB), occupational well-being (OcWB), physical well-being (PhWB), social well-being (SoWB), and psychological well-being (PsWB).

Originality/value – The insights from this study are well-positioned to make a significant contribution to the development of policies and practices that prioritize the overall welfare of the Gen Y workforce, ensuring a sustainable and fulfilling work environment, since the BPO sector remains a key driver of economic growth in the Philippines.

Keywords: Gen-Y, occupational well-being, physical well-being, psychological well-being, social well-being

Track: Management



Do Share Repurchases Affect Advertising Expenditure? Evidence from China

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Abstract

Background – Firms must demonstrate flexibility in addressing challenges in product and capital markets. Share repurchases are a significant corporate finance practice often associated with stock price liquidity, pricing efficiency, and signaling management's confidence in the firm's prospects. Despite extensive literature on share repurchases and corporate behavior, little research examines their impact on advertising expenditure. Advertising, a critical element of corporate strategy, drives brand building and investor attention, bridging product and capital markets.

Purpose – We aim to explore the impact of share repurchases on corporate advertising expenditure, focusing on whether firms increase or decrease such spending to address performance pressure and investor expectations.

Design/methodology/approach – We use data from 10,785 firm-year observations of Chinese listed companies between 2018 and 2023. To address endogeneity concerns, we apply empirical methods such as propensity score matching (PSM), Heckman's two-step method, and instrumental variable approaches. Cross-sectional analyses explore variations based on R&D intensity, market competition, and firm maturity. Advertising expenditure data are sourced from the WIND database, and share repurchase data from the CSMAR database.

Findings – We find that corporate advertising expenditure significantly increases after share repurchases. The increase appears driven by signaling effects to attract investor attention and by efforts to alleviate performance pressure in the product market. The effect is more pronounced among firms with low R&D investment, high market competition, and in mature stages.

Research limitations – Since our study focuses on open market repurchases in the Chinese market, future research could explore cross-country comparisons to assess whether the observed relationship between share repurchases and advertising expenditure is influenced by institutional factors, such as market maturity, investor behavior, or cultural differences. Furthermore, examining alternative repurchase forms, such as negotiated repurchases, which are often associated with corporate transactions like mergers, could provide a more comprehensive understanding of the mechanisms through which share repurchases influence corporate marketing strategies.

Originality/value – We fill a gap in the literature by linking share repurchases, a capital market action, to corporate advertising expenditure, an essential product market strategy. It also enriches understanding of the determinants of advertising expenditure, providing insights into how financial decisions influence marketing behavior in firms.

Keywords: share repurchase, advertisement expenditure, investor attention

The Effect of Implementing Total Quality Management (TQM) in Construction Service Businesses on Project Performance in State-Owned Enterprises (SOEs) in Indonesia's Construction Sector

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Abstract

Background – Total Quality Management (TQM) has been widely implemented across various industries worldwide for decades, particularly in manufacturing, to improve organizational performance and customer satisfaction. However, TQM's application in the construction sector remains relatively under-researched in Indonesia.

Purpose – This research examines the effect of TQM implementation on project outcomes within Indonesian State-Owned Enterprises (SOEs) in the construction sector.

Design/methodology/approach – This research explores eight TQM practices, such as Leadership, Strategic Planning, Customer Focus, Workforce Focus, Operational Focus, Measurement, Analysis, Knowledge Management, Training, and Employee Involvement. Data was gathered from 99 respondents across different management levels in completed construction service projects within one of Indonesia's State-Owned Enterprises (SOEs) through a Google Forms questionnaire. Potential biases include dependence on self-reported data, which may be influenced by subjective perceptions and experiences. Data analysis was performed using SmartPLS 4 and the PLS-SEM method.

Findings – The results indicate that five TQM elements—Strategic Planning, Workforce Focus, Operational Focus, Measurement and Analysis, and Employee Involvement—significantly impact project performance, which includes time effectiveness, cost effectiveness, quality of project outcomes, and customer satisfaction. On the other hand, the remaining three TQM practices—Customer Focus, Leadership, and Training—do not significantly influence project performance.

Research limitations – This research focuses on one of Indonesia's State-Owned Enterprises (SOEs) in the construction service industry and does not examine TQM implementation in other sectors. A potential issue with external validity is whether the results can be generalized to the wider construction industry, as other SOEs and private companies may have different management structures and practices. Regional differences and project scale may also affect how TQM practices are applied and their impact on project performance.

Originality/value – This research contributes to the limited body of knowledge on TQM in the construction industry and provides valuable insights for both academics and practitioners seeking to optimize project outcomes within Indonesian SOEs. By highlighting the key TQM practices that affect project performance, the study underscores the importance of effective implementation to achieve superior project results. This research is expected to serve as a foundation for further studies and practical applications of TQM in the Indonesian construction industry.

Keywords: Total Quality Management, Project Performance, State-Owned Enterprises, Construction Industry, Performance Improvement.

Sustainable Logistics Practices: The Role of Green Supply Chain and Market Orientation in Driving Business Performance in Indonesia

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Abstract

Background – Business performance is a critical measure of a firm's success, encompassing both financial indicators such as profitability, cost efficiency, and revenue growth and social aspects, including corporate social responsibility (CSR) and environmental sustainability. In the logistics industry, growing regulatory pressures and shifting consumer expectations have encouraged companies to adopt Green Supply Chain Management, integrating environmentally sustainable practices into their operations. However, the implementation of GSCM presents substantial challenges, including high investment costs, regulatory compliance complexities, and increased operational expenditures.

Purpose – Given the increasing emphasis on sustainability in the logistics industry, this research seeks to determine how the adoption of GSCM practices and a proactive green market orientation contribute to improved social financial outcomes.

Design/methodology/approach – This study focuses on logistics companies, particularly trucking firms. Data were collected from 140 respondents, consisting of business owners and managers in the Indonesian logistics sector. Structural Equation Modeling (SEM) was utilized, with SmartPLS (Partial Least Squares) as the analytical tool.

Findings – The study confirms that Green Supply Chain Management (GSCM) and Green Market Orientation (GMO) positively influence financial performance, with social performance as a key mediator. Likewise, GMO strengthens financial performance by aligning business strategies with market demands for sustainability, improving brand reputation and customer trust. The findings underscore the critical role of social performance in translating green practices into financial success, emphasizing the need for sustainability-driven strategies in the logistics industry.

Research limitations – The study was conducted in the East Java area, which may not fully represent the diverse operational conditions of trucking companies across Indonesia. The study relied on self-reported data collected through questionnaires, which may be susceptible to response bias. Although efforts were made to ensure data reliability, future studies could incorporate qualitative methods or longitudinal data to provide deeper insights into the relationships examined.

Originality/value – This study contributes to the existing literature by integrating Green Supply Chain Management (GSCM) and Green Market Orientation (GMO) in the context of the logistics industry, specifically among trucking companies in Indonesia. . The findings provide valuable insights for logistics firms and policymakers, emphasizing the strategic importance of socially responsible and market-driven sustainability initiatives in achieving long-term business performance.

Keywords: Green Logistics Management Practices, Green Market Orientation, Social Performance, Financial Performance, Indonesian Trucking Association

Knowledge Nodes, Revenue Roads: Enterprise Risk Management as the Catalyst Between Intranet Quality and University Performance

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Abstract

Background – Digital backbones in Malaysian public universities now shape not only scholarly exchange but also the institution’s risk profile. Yet the specific intranet features that enable risk-savvy governance have rarely been unpacked, leaving a conceptual blind spot between technology design and financial resilience.

Purpose – This study investigates whether enterprise risk management (ERM) mediates the relationship between intranet quality and the financial performance of universities and explains how six discrete intranet dimensions provide the informational and procedural capital that ERM requires.

Design/methodology/approach – A cross-sectional survey collected data from 210 risk committees, internal auditors, and top management across 20 Malaysian public universities, selected through purposive, stratified, and census sampling. Intranet quality was operationalized along six theoretically grounded dimensions, which are collaboration tools, access to applications, access to proper data, interaction in problem-solving, communication, and system control. While ERM was measured using ISO 31000-aligned items, university performance was indexed through five revenue streams: 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 analysis reveals that each intranet dimension significantly enhances ERM maturity, collectively accounting for 62% of its variance. ERM, in turn, shows a robust positive association with all five financial indicators. The indirect effect of intranet quality on the financial performance of universities, channeled through ERM, eclipses the direct pathway, confirming full mediation.

Research limitations – Causal inference is constrained by the cross-sectional design. Longitudinal and mixed-methods studies could deepen understanding of temporal and behavioral mechanisms, and comparative analyses with private universities may generalize the model.

Originality/value – This research is the first to position ERM as a mediating conduit between intranet quality and the financial performance of Malaysian public universities. Furthermore, by clarifying the functional relevance of specific intranet attributes to risk governance, the study advances the theory of digital risk. It offers university leaders a targeted blueprint: enhance collaboration, access, and control features to amplify Enterprise Risk Management (ERM) and, ultimately, secure sustainable revenues.

Keywords: Enterprise Risk Management, Intranet Quality, University Performance, Covariance-Based Structural Equation Modelling

Exploring the Innovation Capability: A Bibliometric Approach to Global Research Trends (2015-2025)

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Abstract

Background – Innovation has long been recognized as a key driver of competitive advantage and organizational success, evolving from a focus on new products and processes to a broader emphasis on innovation capability. This capability involves integrating resources, managing knowledge, and leveraging dynamic capabilities for continuous innovation.

Purpose – This study seeks to examine the development of innovation capability research from 2015 to 2025 by investigating the main themes, emerging trends, and the relationships among factors influencing innovation capability, including sustainability, digital transformation, and collaborative innovation.

Design/methodology/approach – The study utilizes bibliometric analysis on 2,992 documents retrieved from the Scopus database, employing analytical tools such as R and VOSviewer to systematically map the evolution of innovation capability research, uncovering thematic patterns and interdisciplinary connections within the field.

Findings – The results indicate that innovation capability has grown from focusing solely on product and process innovation to include the integration of resources, knowledge management, and dynamic capabilities. Sustainability and digital transformation have emerged as critical drivers shaping innovation, with firms possessing strong innovation capabilities better equipped to navigate market disruptions and maintain competitiveness.

Research limitations – The limitations of this study stem from the design and methodology, which may have influenced the interpretation of the findings. For instance, the bibliometric analysis focused primarily on documents sourced from Scopus, which could potentially omit relevant research published in other databases or journals. Furthermore, the study excluded grey literature such as theses, reports, and conference proceedings, focusing solely on final journal and article publications in English. While this criterion ensures the inclusion of high-quality sources, it may limit the comprehensiveness of insights into innovation capability practices. Additionally, while this study provides a broad overview of innovation capability trends, it may not capture the full depth of innovation practices across various industries or geographic regions.

Originality/value – This study provides an extensive and distinctive perspective on the development of innovation capability over the last ten years. By applying advanced bibliometric techniques to a large dataset, the study delivers valuable empirical evidence and interdisciplinary insights for scholars and practitioners seeking to understand and enhance innovation capabilities for sustained organizational success.

Keywords: Bibliometric, Innovation Capability, Trends, VOSviewer

Developing Policy Guidelines to Mitigate the Impacts of Variation Orders on Project Costs in Water and Wastewater Projects in the Philippines Using Analytical Hierarchy Process

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Abstract

Background – Water is essential to all and with water scarcity, it is important to ensure that people efficiently handle the construction of water and wastewater projects. Thus, the necessity to study and identify the various causes of the changes or variation orders and their impact on public and private companies' water and wastewater projects.

Purpose – This study aimed to identify and analyze the impacts of variation orders on project costs in selected water and wastewater projects in the Philippines using the Analytical Hierarchy Process (AHP). Specifically, the study sought to determine and rank the various root causes of variation orders and to propose a policy guideline to minimize their impacts on the project costs.

Design/methodology/approach – A mixed-methods approach was employed, involving surveys administered to experts directly involved in water and wastewater projects. Responses were evaluated using the AHP technique, which enabled the prioritization of by 5 experts with more than 10 years of experience in water and wastewater project. Afterwards, 18 expert respondents, with same qualification, were tapped to answer the survey with the top choices of each category of the causes of variation orders (client-related, consultant-related, and contractor-related causes).

Findings – The results revealed that design changes, errors and omissions in design, and changes in project scope were the top contributing factors to variation. These causes were found to significantly affect project cost, leading to increased expenditures and potential delays. Consecutively, desire for profit and ambiguous design from consultant driving variation impacting cost impact as well. The study concluded that effective planning to finalize the scope, enhanced stakeholder coordination, and improved design review processes are essential to mitigate the adverse impacts of variation.

Research limitations – The research specifically targets the water and wastewater sector from both private and public representation, analyzing variation orders in water and wastewater management. This covers only the variation order causes with impact to the project cost.

Originality/value – This study is novel in that it uses the Analytical Hierarchy Process (AHP) to rank the sources of variation in order, particularly in Philippine water and wastewater projects. It offers a fair and well-organized analysis by combining the viewpoints of contractors, consultants, and clients in a novel way.

Keywords: Variation orders, Project cost, Water and wastewater projects, Analytical Hierarchy Process (AHP), Construction cost management

Saving with Style: How Digital Digital Promotional Media and Product Quality Drive Millennials' Adoption of Bank's Saving Product

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Abstract

Background – Millennials experienced the impact of financial crises such as the global economic recession in 2008. This has spurred them to focus more on saving and managing money wisely. Moreover, this generation is growing and thriving in a highly connected digital age and they have easy access to technology and information, which allows them to manage their finances more efficiently. Bank as one of financial institution has to facilitate their needs in financial management as well as connecting them with technology that make their life more efficient.

Purpose – The purpose of this study is to analyze the influence of digital promotional media, product quality, and brand image on the millennial generation's Intention in using Bank Saving Product.

Design/methodology/approach – The method used in this study is quantitative. The population in this study is the millennial generation in Greater Jakarta who do not have Bank Mandiri Savings now with a sample of 100 people. The data gathered from the results were analyzed using SPSS Statistics 26.

Findings – Results of this study reveal that (1) Digital promotional media has a positive influence on the intention in using bank saving product with a p value of $0.001 < 0.05$ (alpha); (2) Product Quality has a positive effect on the intention in using bank saving product with a p value of $0.023 < 0.05$ (alpha); (3) Brand image has a positive effect on the intention in using bank saving product with a p value of $0.000 < 0.05$ (alpha). Based on the R-square test value, it can be inferred that the ability of the variables of digital promotional media, product quality and brand image on the intention in using bank saving product is 0.896 or 89.6%.

Research limitations – This study exclusively examines one bank's product. It makes findings cannot be generalized to represent millennials' purchasing intentions for all banking savings products.

Originality/value – This research is unique because it specifically studies the Now Savings product from Bank Mandiri and looks at the purchasing intentions of millennials in greater Jakarta, offering a focused analysis of this market segment.

Keywords: The intention in using bank saving product, bank savings, digital promotional media, product quality, and brand image.

The Role of Good Corporate Governance as a Moderate Influence of Financial Performance on Financial Distress

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Abstract

Background – The corporate health level assessment is carried out by evaluating financial indicators that may increase risks and affect the company's current and future financial performance. Information about the factors that can affect financial distress is needed so that companies are able to detect the root of the company's financial problems early and take preventive and corrective measures effectively and efficiently.

Purpose – This study aims to analyze the influence of financial performance consisting of solvency, profitability, and liquidity on financial distress moderated by good corporate governance (institutional ownership). The research was conducted in an Indonesian joint venture insurance company.

Design/methodology/approach – The method used in this study is a quantitative method. The population in the study is a joint venture insurance company in Indonesia registered with the Financial Services Authority. The sample in this study amounted to 20 joint venture insurance companies that were selected using the purposive sampling method. The type of data used is secondary data from the company's annual financial statements. The data analysis used in this study is panel data regression analysis which is a combined time series and cross section data. The data was processed with the EViews 13 application to illustrate the relationship between independent, dependent, and moderation variables.

Findings – The results of the study show that solvency and profitability have a significant negative effect on the financial distress of joint venture insurance companies in Indonesia. Liquidity has no effect on the financial distress of joint venture insurance companies in Indonesia. Institutional ownership as a moderation variable is able to strengthen the influence of solvency on financial distress, but weakens the influence of profitability and liquidity on financial distress.

Research limitations – The research was only conducted on joint venture insurance companies in Indonesia for the 2019-2023 period, so the results of the study cannot be generalized to other insurance companies. The variables used are limited to the company's financial performance and internal factors.

Originality/value – The results of this research can be used as a material for company evaluation regarding the company's financial performance and can increase investors' interest in investing in joint venture insurance companies.

Keywords: Solvability, probability, liquidity, financial distress, joint venture insurance

Dynamic Integration Capability in Public Institution: The Case of Strategic Alliance Performance in Learning Framework

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Abstract

Background – Performance and innovation improvement not only apply to private companies but also to public institutions when they want to remain competitive and sustainable. Public institution needs to operate efficiently and improve public services and innovation that will create public value and improve their service performance and governance as their competitive advantages. However, some challenges need to be addressed by public institutions in adopting technology in creating digital government.

Purpose – In a learning collaboration with strategic alliances, integration becomes a crucial process. The primary purpose of this study is to have a comprehensive examination of the dynamic integration capability empirically, especially in the learning area with a strategic alliance collaboration type.

Design/methodology/approach – The research model used a structural equation model (SEM) as a testing tool. The data was collected through an online survey from 83 strategic alliances of a public institution in Indonesia. Additional interviews with respondents were conducted to give a deeper understanding of the research's results.

Findings – The study finds that dynamic integration capability positively correlates with strategic alliance performance. The result indicates that all constructs that come with the learning framework, also have positive and significant impacts on dynamic integration capabilities.

Research limitations – The limitations of this research come from the type of strategic alliances that are applied to the learning area which is mostly on the activity of joint research, and joint learning programs. The research also focuses only on public institutions. Therefore, future research may be expanded to other areas and types of companies. The area of research can be expanded not only on the learning area but also on other certain important areas (operation area, innovation area, services area, and others) conducted in other industries (manufacturing or services industry), and type of company (private company) that related with the need to acquire new knowledge or technology. Longitudinal studies can also become an option for future research since the results can give information for improvement.

Originality/value – This is the first study examines all the constructs in the learning framework that consist of relationship capital, surfacing, joint learning structure, and knowledge acquisition in effecting the dynamic integration capability and strategic alliance performances, empirically.

Keywords: Dynamic Integration Capabilities, Strategic Alliances, Learning Framework, Strategic Alliance Performance.

Strategies for Minimizing Government Project Delays: Perspectives from Construction Professionals in Partido Area, Camarines Sur

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Abstract

Background – Delays in government construction projects pose ongoing challenges, leading to cost overruns, inefficiencies, and hindered public service delivery. In the Partido Area of Camarines Sur, such setbacks obstruct infrastructure development and local economic progress. This study, titled “Strategies for Minimizing Government Project Delays: Perspectives from Construction Professionals in Partido Area, Camarines Sur,” investigates the root causes of these delays and proposes mitigation strategies based on practitioner insights.

Purpose – The study aimed to identify the most prevalent delay factors, assess their frequency and severity, and develop practical, context-specific solutions. Through the perspectives of construction professionals, it sought to provide evidence-based recommendations for improving project efficiency and government infrastructure implementation.

Design/methodology/approach – A descriptive research design was employed, utilizing both quantitative and qualitative methods. Data were gathered from 30 purposively selected construction professionals engaged in government projects within the Partido Area. A structured questionnaire rated 78 delay factors using a 4-point Likert scale to measure frequency and severity. Qualitative interviews supplemented the survey to provide contextual depth. Data were analyzed using Frequency Index, Severity Index, and Importance Index to prioritize delay factors and guide recommendations.

Findings – Findings revealed that faulty workmanship, subcontractor delays, procurement issues, unskilled labor, and inaccurate time estimation were the most frequent causes of delay. The most severe factors included delays in material procurement, supplier-related issues, and inadequate project monitoring. Notably, three factors—faulty workmanship, procurement delays, and late material delivery—emerged as the most frequent, severe, and impactful across all indices.

Research limitations – The study’s limitations include its focus on a specific geographic area and a relatively small sample size, which may limit generalizability. Self-reported data also carry the risk of response bias. Future research should involve broader stakeholder groups and longitudinal approaches for deeper analysis.

Originality/value – This research contributes a localized, practice-based perspective to the limited literature on government construction delays in regional settings. By combining quantitative rigor with qualitative insights, the study offers actionable recommendations—such as workforce training, improved subcontractor coordination, streamlined procurement, and delay monitoring systems—that can inform policy and improve project delivery in similar contexts.

Keywords: Government project delays, Construction professionals, Delay factors, Severity Index, Importance Index

Market Echoes: Understanding Herding Behavior in Indonesia Through Global and Regional Financial Influences

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Abstract

Background – Herding behavior in stock markets, where investors imitate the actions of others instead of using their own information, has been extensively examined in emerging markets like Indonesia. It is suggested that global influences, including oil prices and the US Federal Funds Rate (FFR), along with regional cross-market returns, affect this behavior, especially in ASEAN economies that are increasingly integrated with global financial markets.

Purpose – This study investigates how global factors, such as oil price volatility and the US Federal Funds Rate (FFR), as well as regional cross-market returns—especially from Singapore—affect herding behavior in the Indonesian stock market.

Design/methodology/approach – A unique dataset of daily closing prices from Indonesia, Singapore, and US markets was analyzed using the Newey–West estimator to account for heteroscedasticity and autocorrelation. Herding behavior was evaluated through the Cross-Sectional Absolute Deviation (CSAD) model, with quantile regression employed to examine asymmetrical effects in extreme market conditions.

Findings – The US Federal Funds Rate significantly influences herding behavior in Indonesia, while oil price fluctuations have no notable effect. Additionally, cross-market returns from Singapore strongly impact herding, highlighting regional financial integration. Herding behavior increases during periods of low trading volume and extreme market returns, indicating that investors tend to follow consensus in uncertain conditions.

Research limitations – This study concentrates on liquid indices, which may exclude small-cap stocks, and does not fully account for external shocks (such as geopolitical events) or interactions with domestic monetary policy.

Originality/value – This is the first study to combine global monetary policy (US Federal Funds Rate), commodity markets (oil), and regional cross-market dynamics into a cohesive framework for understanding herding behavior in Indonesia. The findings emphasize the asymmetric influence of regional integration and global monetary policy transmission, providing valuable insights for regulators seeking to reduce systemic risks associated with herd-driven volatility.

Keywords: stock market, Herding Behavior, Market Volatility, Federal Funds Rate, cross-market returns

An Assessment of Leadership Styles and Emotional Intelligence Among Supervisors in Car Dealership: A Rank-and File Employee Perspective

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Abstract

Background – Leadership plays an important role in shaping workplace dynamics, influencing employee performance and organizational success. Emotional intelligence—awareness, empathy, social skills, and motivation—enhances leadership effectiveness, especially in sales-driven industries. While past studies explored these factors separately, limited research examines their interplay in car dealerships. Given the industry's competitiveness, understanding how leadership styles influence emotional intelligence can offer insights to boost employee motivation and productivity. This study addresses this gap by assessing these factors among rank-and-file sales personnel, providing practical implications for leadership development.

Purpose – This study aims to assess the leadership styles — transactional, transformational, and charismatic — and their relationship with emotional intelligence among rank-and-file sales personnel in the car dealership industry. It seeks to determine how emotional intelligence impacts leadership effectiveness and employee perceptions of their supervisors.

Design/methodology/approach – A quantitative research design using simple random sampling was employed. A total of 388 rank-and-file sales personnel in Metro Manila, Philippines, participated in the study. Data were collected through a self-made survey questionnaire, developed based on relevant literature and expert validation to ensure content validity. A pilot test was conducted, resulting in a Cronbach's alpha of 0.87, confirming the questionnaire's reliability. Regression analysis determined the relationship between leadership styles and emotional intelligence dimensions.

Findings – Results indicated that supervisors exhibit strong leadership styles and emotional intelligence based on employee assessments. Regression analysis revealed a significant relationship between empathy, social skills, and motivation when considering transactional, transformational, and charismatic leadership styles. However, awareness was significantly related to transformational and charismatic leadership but not to transactional leadership.

Research limitations – This study focuses on rank-and-file sales personnel in Metro Manila car dealerships, limiting generalizability to other industries or regions. Self-reported surveys may introduce bias, and the validated self-made questionnaire may not capture all aspects of leadership styles and emotional intelligence. Future research can explore other industries, use longitudinal studies, or adopt mixed methods for deeper insights.

Originality/value – This study contributes to the growing body of knowledge on leadership effectiveness by highlighting the role of emotional intelligence in sales-driven industries. Findings emphasize the need for integrating emotional intelligence training in leadership development programs to improve supervisor-employee relationships and enhance organizational performance.

Keywords: car industry; emotional intelligence; employee performance; leadership style

Assessing the Mediating Effect of Brand Perception and Consumer Engagement on Generation Z's Purchase Decisions through Social Media Influencers

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Abstract

Background – Social media influencers are key drivers of consumer behavior, especially among Generation Z, who rely heavily on digital content for purchase decisions. While prior research has examined the direct impact of influencer marketing, there is limited exploration of the mediating roles of brand perception and consumer engagement. Understanding these mediating effects is crucial for marketers aiming to enhance brand influence and foster stronger consumer relationships in urban digital markets.

Purpose – This study aims to investigate how social media influencers affect Generation Z's purchase decisions, focusing specifically on the mediating effects of brand perception and consumer engagement. By analyzing these relationships, the research provides insights into how influencer-driven marketing strategies shape consumer decision-making.

Design/methodology/approach – A quantitative research approach was employed using a descriptive quasi-experimental design. The study surveyed 377 Generation Z respondents (aged 18–27) in Manila through stratified random sampling. Data was collected via structured questionnaires featuring 5-point Likert scales to measure key variables. Statistical techniques were applied using SPSS software. Descriptive statistics summarized sample characteristics, while multiple linear regression analysis tested mediation hypotheses, assessing both direct and indirect relationships between social media influencers and purchase decisions.

Findings – The findings reveal that social media influencers significantly impact Generation Z's brand perception and consumer engagement, which in turn influence purchase decisions. Respondents actively engaged with influencer-promoted products, strengthening relational bonds and increasing purchase intent. Brand perception was enhanced across dimensions such as functional perception, affective perception, and brand interaction. The results confirm that brand perception and consumer engagement mediate the relationship between influencers and purchase decisions, providing empirical evidence of the mechanisms shaping Generation Z's behavior.

Research limitations – The study's geographical limitation to Manila may affect the generalizability of findings. Additionally, reliance on self-reported data introduces potential response bias. Future research could explore cross-regional comparisons and incorporate behavioral data to enhance robustness.

Originality/value – This research contributes to influencer marketing literature by examining the mediating roles of brand perception and consumer engagement, offering practical insights for marketers developing strategies for digital-native consumers.

Keywords: Social Media Influencers, Generation Z, Brand Perception, Consumer Engagement, Purchase Decisions

Track: Tourism and Hospitality



Developing Social Media Engagement on Instagram through Visual Aesthetics and Message Orientation for Hotels

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Abstract

Background – Although Indonesia is known as the social media capital of the world and many hotel marketers in Indonesia are familiar with Instagram, not many of them understand what factors to consider in creating Instagram content to generate high level of consumer engagement. This is due to the fact that Instagram usage in marketing communication activities is relatively new practices, and the empirical finding about these new practices is very limited. As a result, the hotel marketers and its social media administrators design the Instagram content to introduce the destination by trial and errors approach, without any clear guidance. This study attempts to address this research gap and offer novel insights on how to create engaging Instagram content.

Purpose – This paper aimed to investigate whether visual aesthetics or message orientation strategy is more powerful in developing consumer engagement with Instagram content. This study examines Instagram content of independently managed hotels in Indonesia.

Design/methodology/approach – A content analysis of 12,158 Instagram content posted by official accounts of 216 independently managed hotels in Indonesia was conducted.

Findings – This study finds that when the content was created with a combination of classical aesthetics and interaction orientation, it is most likely to gain greatest engagement compared to any other combination of visual aesthetics and message orientation. Meanwhile, a content using a combination of classical aesthetics and self-orientation generated weakest engagement.

Research limitations – Although content analysis enables researchers to observe and obtain actual behaviors, it is quite challenging to understand the meaning beyond the liking and commenting behavior.

Originality/value – This is one of the first studies that examine factors to consider in developing social media engagement on Instagram, especially in hospitality context.

Keywords: social media engagement, visual aesthetics, message orientation, content analysis, Instagram

Assessment of Culinary Perception and Food Image Dimensions of Locally Produced Foods in Quezon Province

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Abstract

Background – The culinary perception and food image dimensions of locally produced dishes in Quezon, Philippines, were examined in this study. The study evaluated the degree of agreement among respondents regarding their perceptions of culinary experiences. It employed experience, significance, and expectancy as predictors. Regarding image dimensions, the study also assessed respondents' opinions of dining/restaurant/pasalubong centers, food/cuisine, and food-related tourism activities. It aims to bridge the gap between food image and its potential impact on developing and promoting regional culinary identity.

Purpose – The study aims to ascertain how local cuisines in Quezon Province are perceived in terms of cuisine and food image. It also looks for connections between these factors and the growth and improvement of regional cuisine in the province.

Design/methodology/approach – In order to clarify the responses of 381 samples, the study used a descriptive research approach. To assess the data, the study used a variety of statistical techniques. The data was presented using descriptive statistics such as weighted mean, rank, frequency, and percentage. Hypotheses about significant differences and relationships were tested using non-parametric tests, including the Mann Whitney-U Test, Kruskal Wallis-H Test, and Spearman Rho Correlation.

Findings – The results showed that culinary perceptions place a high value on significance, especially regarding the aspects of cuisine and food image. Significant differences were also seen in terms of age, marital status, frequency of visits, and purpose of visits. A strong association exists between culinary perception and the dimensions of food images. The recommendations consist of expanding the variety of local food options available to tourists, enhancing product quality through training and certifications, and focusing on specific target groups to enhance the culinary experience.

Research limitations – The study only focused on respondents from Quezon Province, which may limit the generalizability of the findings to other regions. It also includes its reliance on a descriptive research approach, which may not fully represent the broader population.

Originality/value – This study extends previous research by combining cognitive, cultural, and experiential aspects of food perception in an understudied location. The findings have practical applications for policymakers, restaurant owners, and tourism marketers in promoting Quezon's culinary identity.

Keywords: action plan, culinary perception, food image dimensions, Quezon Province, tourism promotion

The Role of Government and Financial Institutions in Enhancing the Resilience of Accommodation Businesses During COVID-19 Pandemic: Evidence from Bali

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Abstract

Background – Research shows governments and financial institutions are key to hospitality resilience during crises. In Bali's tourism-dependent economy, accommodation businesses were heavily impacted by events like the COVID-19 pandemic, but the specific contributions of these institutions to their resilience need further study.

Purpose – The purpose of this study is to examine how government and financial institutions can enhance the resilience of the accommodation sector during crises, particularly by analyzing their roles and interventions within Bali's hospitality industry amidst the COVID-19 pandemic.

Design/methodology/approach – This study utilizes survey data from 251 accommodation businesses in Bali and employs a proportional hazards modeling approach to investigate the impact of different types and levels of support on business resilience during a crisis. This analysis facilitates the assessment of the probability of continued operation, considering various influencers.

Findings – The findings show that 40.24% of accommodation businesses received government aid, mainly through direct cash support and grants, which helped them stay operational. In contrast, only 11.16% accessed credit relief or low-interest loans from financial institutions, indicating a limited role of banks during the crisis. Using a proportional hazards model, the study found that government assistance significantly improved business resilience. Support such as labor subsidies and financial aid was linked to a lower risk of closure. Businesses that received this support, especially those active on digital sales platforms, were more likely to remain open. Meanwhile, financial institutions had a less significant impact, highlighting the stronger role of government interventions in helping businesses survive the pandemic.

Research limitations – The study may be subject to bias due to the use of self-reported data, a short-term focus, and an insufficient consideration of factors such as market conditions and consumer behavior. This may limit a comprehensive understanding of resilience in the hospitality sector.

Originality/value – This study highlights the vital role of government support in strengthening business resilience during crises in Bali, offering key insights into how targeted policies and financial aid can effectively support the hospitality sector in difficult times.

Keywords: Business Resilience, Tourism Policy, Tourism Crisis, Financial Institution Engagement

Track: Human Resources Management



Bridging the Gap Digital Competencies and Skill Development for HR Management Graduates

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Abstract

Background – While digital transformation has created new skill demands for HR professionals (Deloitte, 2022), Philippine HRM graduates face unclear competency gaps in this evolving landscape (SHRM, 2023).

Purpose – This study specifically identifies which digital skills are essential for modern HR practice and evaluates how well academic programs prepare graduates to meet these industry requirements.

Design/methodology/approach – This study used a descriptive survey method, collecting data from 60 HR/IT professionals via structured questionnaires. Employing stratified and purposive sampling, we analyzed responses using descriptive statistics (quantitative) and thematic analysis (qualitative) to assess digital skill demands in HRM.

Findings – The study found that HRM graduates are proficient in digital HR platforms, data analytics, and employee experience (grand mean: 3.83) but need improvement in AI and automated recruitment. Digital evolution strongly correlates with skills like digital literacy, data management, and strategic thinking. The proposed action plan recommends upskilling in AI, automation, and advanced data analytics for HR curricula.

Research limitations – Information was gathered from 60 IT and HR specialists working for three Metro Manila-based business process outsourcing (BPO) firms.

Originality/value – This research focuses on HRM graduates in Philippine Higher Education Institutions (HEIs), particularly within the Business Process Outsourcing (BPO) sector, a key economic driver in the country, while most studies on digital HRM transformation are global in scope. Unlike general discussions on digital HRM, this study explicitly links digital skill demands with sustainable development, examining how HR professionals can adapt to technological changes while maintaining long-term employability. The study gathers empirical insights from 60 HR and IT professionals across Metro Manila's BPO firms, offering real-world perspectives on digital competency gaps. Additionally, while many studies broadly examine digital HR tools, this research specifically identifies AI and automation in recruitment as critical areas requiring further development in HRM curricula.

Keywords: Digital Evolution, HR Talents, Skill Development, Sustainable Development, Philippine Higher Education

Advancing the Understanding of Employee Performance: A Recent Systematic Literature Review Using PRISMA

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Abstract

Background – Employee performance is essential for organizational sustainability and competitiveness. However, fragmented findings on its determinants and theoretical foundations limit a comprehensive understanding, especially in institutional contexts like manufacturing firms, holding companies, and state-owned enterprises.

Purpose – This study aims to systematically identify key determinant variables that influence employee performance and explore the dominant theories used in recent empirical research. It also seeks to map the academic discourse on this topic and reveal existing research gaps.

Design/methodology/approach – A systematic literature review (SLR) follows the PRISMA protocol. Articles are sourced from the Scopus database, focusing on publications from 2020 to 2025. The selection process applies strict inclusion and exclusion criteria across multiple screening stages, including keywords, abstracts, and full texts. A total of 28 eligible studies are included in the final synthesis. Thematic analysis is employed to categorize determinant variables, evaluate theoretical foundations, and examine the consistency of empirical outcomes.

Findings – The review identifies thirteen major variables that affect employee performance, such as motivation, leadership style, work environment, compensation, satisfaction, and organizational culture. Additional variables include training, work-life balance, digital culture, competence, commitment, organizational learning, and career development. Most variables show inconsistent results across studies, indicating context-dependent effects and methodological variations. In addition, three dominant theories emerge as frequently used frameworks: Social Exchange Theory, Social Capital Theory, and Herzberg's Two-Factor Theory. These theories reflect the importance of relational, structural, and psychological mechanisms in shaping employee behavior and outcomes.

Research limitations – This review includes only Scopus-indexed articles published in English between 2020 and 2025. It excludes gray literature and non-English publications, which may limit the scope of insight. The analysis is also limited to descriptive synthesis and does not include quantitative meta-analysis.

Originality/value – This study offers a current and structured synthesis of research on employee performance. It highlights the most common variables and theoretical frameworks, providing a clear reference for future studies within complex organizational settings.

Keywords: Employee Performance, Systematic Literature Review, PRISMA, Manufacturing Company, State-owned Enterprises

The Relationship between Law Number 4 of 2023 concerning The Development and Strengthening of the Financial Sector to The Development of Human Resources in Islamic Banking from The Perspective of Islamic Economic Law Politics

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Abstract

Background – Law Number 4 of 2023 concerning the Development and Strengthening of the Financial Sector (P2SK) is the need to develop human resources that are active in the financial industry so that they have integrity, capacity, and superior competence. Sharia banking as an entity engaged in the financial sector is required to follow the mandate of this Law. However, because sharia banking has a special status as a sharia financial institution, a model is needed to develop its human resources (called "sumber daya insani"/SDI).

Purpose – The purpose of this study is to see the implications of Law No. 4/2023 for the sharia banking industry and to find a model for developing human resources so that it can be used as binding regulatory guidelines sharia banking industry players.

Design/methodology/approach – This research is doctrinal legal research with a statutory approach and then an interpretation is carried out on various related laws and regulations and a model for developing SDI that is considered appropriate is created.

Findings – Human resources (HR) that are active in Islamic banking need to be developed with a scheme model that is based on Islamic values contained in the Quran and Hadith and other sources of Ulama such as Ijma, Qiyas, all of which are packaged in the term Islamic business ethics. HR that must be developed are not only based on financial principles needed in business practices but must be strengthened with Islamic values that affect performance and trust in Islamic banks (Rahman et al., 2013)

Research limitations – The search conducted is not limited to laws and regulations, but also a search in the concept of human resource development in Islamic banking practices, the search for articles and policies that have been published, and synchronization of legal materials found with the concept of human resource development according to the concept and values of Islamic Law. It also supplemented with other secondary data and analysis and interpretation are carried out, so that a conclusion can be drawn.

Originality/value – This SDI development model is something new and important for the Islamic banking industry.

Keywords: The Development and Strengthening of the Financial Sector Law, The Development of Human Resources, Sharia Banking

Determinants and Constraints of Green Human Resource Management (GHRM) Implementation in Uncertain Conditions: A Resource-Based View and Stakeholder Theory Perspective

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Abstract

Background – Due to growing economic, social, and environmental pressures, the industrial sector must adopt GHRM to enhance sustainability, though its implementation faces significant challenges.

Purpose – This study aims to identify the driving and inhibiting factors of GHRM adoption under uncertainty, to enhance understanding and inform strategies for successful implementation, by integrating the Resource-Based View (RBV) and Stakeholder Theory.

Design/methodology/approach – This study employs a fuzzy decision-making approach to enhance transparency. Experts are selected based on experience, academic expertise, and research relevance. Fuzzy analysis incorporates uncertainty in expert opinions, ensuring a more objective rating scale. The process includes identifying criteria and stakeholders, validating experts, and applying fuzzy methodologies for analysis. A panel of 28 practitioners and two academics in GHRM and Business participated, utilizing fuzzy Delphi trials, fuzzy decision-making, and evaluation laboratories to achieve research objectives.

Findings – The study identified 14 barrier criteria across five main attributes: managerial, human resource, organizational, regulatory, and customer barriers. Key barriers included a lack of green culture, low trust in GHRM benefits, limited employee capacity, lack of management support, and no comprehensive plan. On the other hand, five main driving factors with 17 criteria were found, with association compliance, top management commitment, and human resource management being the most influential.

Research limitations – This study is limited to management and academic perspectives, excluding external stakeholders' views. It does not quantitatively assess GHRM impacts or test mitigation techniques. The RBV approach and stakeholder theory also overlook the relationship between GHRM and CSR, environmental management, or innovation. Further research is needed to expand the scope and integrate these areas for a comprehensive sustainability framework.

Originality/value – This is one of the first studies to apply stakeholder theory and RBV to examine the barriers and drivers of green human resource implementation in the industrial sector.

Keywords: Green Human Resource Management, Driving Factors, Implementation Barriers, Resource-Based View, Fuzzy Delphi Method.

The Mediating Role of Satisfaction in the Relationship Between Motivation and Work-Life Balance: Insights from Higher Education Institution

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Abstract

Background – The dynamic nature of the workplace, especially within Higher Education Institutions (HEIs), emphasizes the importance of understanding the interplay between motivation, satisfaction, and work-life balance in fostering employee well-being and organizational success. While existing studies have explored these factors individually, there is a notable gap in examining the mediating role of employee satisfaction in the relationship between motivation and work-life balance, particularly within the HEI context.

Purpose – This study investigates the mediating role of employee satisfaction in the relationship between motivation and work-life balance, with specific focus on selected HEI's in Paranaque City, Metro Manila.

Design/methodology/approach – A quantitative design was used through the Partial Least Squares Structural Equation Modeling (PLS-SEM) with Smart PLS software for data analysis and Excel for descriptive statistics. Data were collected through a structured questionnaire distributed to 300 teaching and non-teaching staff, using a purposive sampling method to ensure representation across various roles. Validation checks, including Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE), were conducted to ensure the reliability and validity of the measurement model.

Findings – The results indicate that motivation significantly affects satisfaction ($\beta = 0.930$, $p < 0.001$), which in turn strongly impacts work-life balance ($\beta = 0.719$, $p < 0.001$). Although motivation does not directly influence work-life balance ($\beta = 0.100$, $p = 0.626$), satisfaction serves as a crucial mediator (indirect effect: $\beta = 0.668$, $p < 0.001$). Furthermore, work-life balance moderates the effects between motivation and satisfaction (interaction effect: $\beta = 0.21$, $p < 0.05$) and between satisfaction and productivity (interaction effect: $\beta = 0.18$, $p < 0.05$). These findings highlight the interconnected roles of motivation, satisfaction, and work-life balance in influencing employee engagement, productivity, and organizational performance.

Research limitations – The study acknowledges limitations, including the sample size of 300 staff from selected HEI's in Paranaque City, Metro Manila, which may affect generalizability. The cross-sectional design restricts the ability to establish causation or observe changes over time, and self-reported data may introduce biases. Additionally, unmeasured variables such as organizational culture or leadership styles could influence the outcomes.

Originality/value – This research provides actionable insights for HEI administrators, emphasizing the importance of strategies that enhance motivation, foster satisfaction, and promote work-life balance through flexible policies, supportive leadership, and wellness programs. These findings offer valuable guidance for improving employee outcomes and achieving organizational success in HEIs.

Keywords: Work-Life Balance, Motivation, Satisfaction, Higher Education, Human Behavior

Exploring the digital leadership on sustainability performance of SMEs and Business Networking as a Mediating Variable

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Abstract

Background – As the digital era progresses, SMEs ought to enhance their sustainable capabilities and performance by leveraging digital technology. Digital leadership is believed as the essential element for supporting SMEs, adapting to technological changes and broadening the market reach, as well as while building relationships with prominent partners.

Purpose – This study aims to investigate the mediating effect of business networks on the relationship between digital leadership and the sustainable performance of SMEs.

Design/methodology/approach – The methodology of this research employs Structural Equation Modeling with Partial Least Squares (SEM-PLS) to analyze the relationships between key variables. The process begins with defining the constructs, which include digital leadership, business networking and sustainability performance of SMEs. Data is collected through surveys or questionnaires targeting SMEs in Indonesia. This study was conducted in Medan with a sample of 220 SMEs.

Findings – The results show that digital leadership positively affects business networks and sustainable MSME performance. In addition, business networks significantly mediate the relationship between digital leadership and the performance of MSMEs for sustainability. This demonstrates that a strong business network can increase the effectiveness of digital leadership in achieving sustainable MSME performance.

Research limitations – Researcher find difficulties in gathering data through questionnaires it was conducted for several time, especially since the response rate of online survey is quite low. Therefore, the data gathering is combination of online and direct

Originality/value – This study highlights the importance of leveraging digital technology for digital leadership and business networking to enhance the sustainable performance of MSMEs.

Keywords: Digital Leadership, Business Networking, Sustainability Performance, SMEs

Track: Entrepreneurship



Exploring the Role of Design Thinking in Shaping Entrepreneurial Learning at University: A Qualitative Approach

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Abstract

Background – This study examines the role of Design Thinking (DT) in shaping entrepreneurial learning at university, focusing on how this methodology influences students' ability to innovate, solve complex problems, and develop an entrepreneurial mindset. It centers on the limited empirical understanding of how Design Thinking (DT) shapes the development of entrepreneurial skills and mindset in university settings. While existing studies focus on DT's application in specific areas like product development, there is a lack of research on its broader impact on entrepreneurial competencies such as creativity, opportunity recognition, and problem-solving.

Purpose – Using a qualitative research approach, this study explores the experiences and viewpoints of students, educators, and program facilitators who have interacted with Design Thinking within the context of entrepreneurship education.

Design/methodology/approach – Through in-depth interviews and focus group discussions, the research seeks to uncover how Design Thinking methods contribute to the development of creativity, collaboration, and practical entrepreneurial skills in higher education. The study will involve 30 participants. Participants will be chosen from entrepreneurship courses that integrate Design Thinking. Data will be analyzed using Grounded Theory and Triangulation, with an emphasis on identifying patterns in responses.

Findings – The findings emphasize that Design Thinking promotes an iterative, user-focused methodology that enables students to manage uncertainty, question assumptions, and create practical solutions to real-world business problems.

Research limitations – The study focuses on university environments, which may limit the applicability of its findings to other educational contexts, such as high schools or non-academic settings.

Originality/value – This study adds to the expanding of literature on entrepreneurship education by offering valuable insights into the potential of Design Thinking as a powerful teaching tool for promoting innovation and entrepreneurship in university environments.

Keywords: Design Thinking, entrepreneurial learning, innovation, complex problems

Developing Sustainable Entrepreneurship through Financial Inclusion

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Abstract

Background – This study aims to analyze the sustainable entrepreneurship of MSMEs in financing access through the role of badan usaha milik rumah tangga (BUMRT) in Samarinda City. Entrepreneurial ecosystem and innovation are some of the things that influence the sustainability of entrepreneurship.

Purpose – Business performance based on sustainability can strengthen competitive advantage. Business opportunities are developing along with the social-ecological system and sustainable entrepreneurship learning to foster contributions to SDGs.

Design/methodology/approach – BUMRT has formed 39 businesses spread across 59 villages and 10 sub-districts in Samarinda City. The analysis tool in this study uses SEM-PLS with a quantitative approach and optimizing the source of funds in the regions means helping to be more productive and develop.

Findings – To support circular innovation in the region, the Samarinda City Government formed a BUMRT to improve the people's economy by utilizing the potential of local economic resources. The results showed that financial inclusion influenced sustainable entrepreneurship through business performance.

Research limitations – The research specifically examines the role of Badan Usaha Milik Rumah Tangga (BUMRT) in financing access. This specific focus limits the scope, as it doesn't explore other potential financing mechanisms or support systems for MSMEs.

Originality/value – The research links sustainable entrepreneurship learning to fostering contributions to the SDGs. Explicitly framing the research within the context of SDGs and exploring local mechanisms to achieve those goals is a valuable aspect

Keywords: Sustainable Entrepreneurship, Financial Inclusion, SMEs Entrepreneurship

Capital as a Defense Mechanism: Psychological Safety Buffer in Entrepreneurial Anxiety

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Abstract

Background – Entrepreneurial anxiety has emerged as a profound psychological barrier that silently undermines the vitality and sustainability of small and medium-sized enterprises (SMEs), particularly in volatile and resource-scarce environments. While capital is conventionally examined through a financial lens, its latent psychological value remains vastly underexplored. Grounded in the Conservation of Resources (COR) Theory and the psychological capital paradigm, this study ventures into a novel frontier—conceptualizing internal and external capital not merely as economic assets but as psychological defense mechanisms against entrepreneurial anxiety.

Purpose – This research seeks to illuminate how capital both internally generated and externally sourced functions as a psychological buffer for SME entrepreneurs navigating uncertainty. It further investigates how the entrepreneur's resilience mindset moderates this relationship, potentially amplifying or diminishing capital's protective effects on mental wellbeing.

Design/methodology/approach – Employing a robust quantitative framework, the study draws on data from 250 SMEs across four major Indonesian cities: Jakarta, Semarang, Surabaya, and Salatiga. Structural equation modeling using Partial Least Squares (PLS-SEM) was conducted to assess direct and interaction effects between capital structure and entrepreneurial anxiety, moderated by resilience mindset. Validated psychometric instruments were adapted to ensure cross-contextual relevance and reliability.

Findings – Findings unveil a significant inverse relationship between capital (internal and external) and entrepreneurial anxiety, affirming its dual role as both financial and psychological scaffolding. More critically, the resilience mindset emerged as a pivotal moderator—entrepreneurs with high resilience reaped greater psychological benefits from their capital reserves, while those with lower resilience experienced capital as a less effective buffer.

Research limitations – This study's cross-sectional design restricts causal interpretation. Additionally, findings may be contextually bound to urban Indonesian SMEs and self-reported psychological constructs, suggesting caution in generalization.

Originality/value – This research pioneers an interdisciplinary bridge between behavioral science and entrepreneurial finance by proposing a groundbreaking perspective: capital as a cognitive shield. It offers actionable insights for scholars, business owner, and government seeking to fortify SME resilience in the face of adversity not just economically, but psychologically.

Keywords: Entrepreneurial anxiety, psychological capital, resilience mindset, capital resource, SME behavioral finance

How P2P Lending Mediates the Relationship Between Financial Intelligence and SME Performance

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Abstract

Background – Small and medium enterprises (SMEs) play a vital role in fostering economic growth and generating jobs. Nevertheless, numerous SMEs encounter difficulties due to insufficient financial expertise, hindering their access to funding and overall performance. Peer-to-peer (P2P) lending has surfaced as a potential alternative financing solution that could help address these challenges.

Purpose – This study seeks to examine how P2P lending mediates the relationship between financial intelligence and SMEs performance. It aims to shed light on how financial intelligence can enhance SMEs Performance through alternative financing methods.

Design/methodology/approach – This research was conducted in Sumatera Utara with research objects namely SMEs. The sampling technique used is random sampling, which is to take a random sample of a predetermined population. The number of samples to be examined is 220 MSMEs. Model testing using the Partial Least Square (PLS) method in data analysis using SmartPLS software.

Findings – The results indicate that financial intelligence has a positive impact on the P2P lending. Additionally, P2P lending significantly improves SMEs performance. Furthermore, P2P lending acts as a mediation in the relationship between financial intelligence and SMEs performance, suggesting that SMEs with greater financial intelligence are more likely to effectively utilize P2P lending, resulting in enhanced performance outcomes.

Research limitations – This study is constrained by the influence of educational levels on financial intelligence, as lower education often correlates with a diminished understanding of available financing options. Additionally, the insufficient promotion of financial products outside the banking sector affects awareness and comprehension of peer-to-peer loans as alternative financing solutions to enhance SMEs performance.

Originality/value – This research adds to existing literature by empirically illustrating the mediating role of P2P lending in the relationship between financial intelligence and SMEs performance. It provides valuable insights for policymakers and SMEs stakeholders on how to utilize financial intelligence and alternative financing to boost SMEs competitiveness in changing market environments.

Keywords: P2P Lending, Financial Intelligence, SMEs Performance, Finance

Track: Law



From Risk to Resolution: Legal and Risk Management Perspectives on Building Failures in Indonesian Construction Projects

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Abstract

Background – Uncontrolled risks in construction projects are a major contributor to building failures, which in turn spark legal conflicts and disputes among stakeholders. These failures often involve breaches of contract, unclear liability, and demands for compensation. The intersection of risk management and legal frameworks becomes critical in mitigating such issues and ensuring project accountability. In Indonesia, positive law plays a key role in governing these processes, but integration with proactive risk management strategies is still developing.

Purpose – This research aims to analyze the legal responsibilities and dispute resolution mechanisms related to building failures in Indonesian construction projects. Specifically, it seeks to explore how risk management practices interact with legal frameworks in preventing failures and resolving disputes under Indonesian positive law.

Design/methodology/approach – The study employs a normative juridical method with a descriptive-analytical approach, reviewing relevant Indonesian legal regulations, contract law, liability doctrines, and dispute resolution procedures. It also examines the role of expert assessments in strengthening legal certainty and risk management outcomes in cases of building failure.

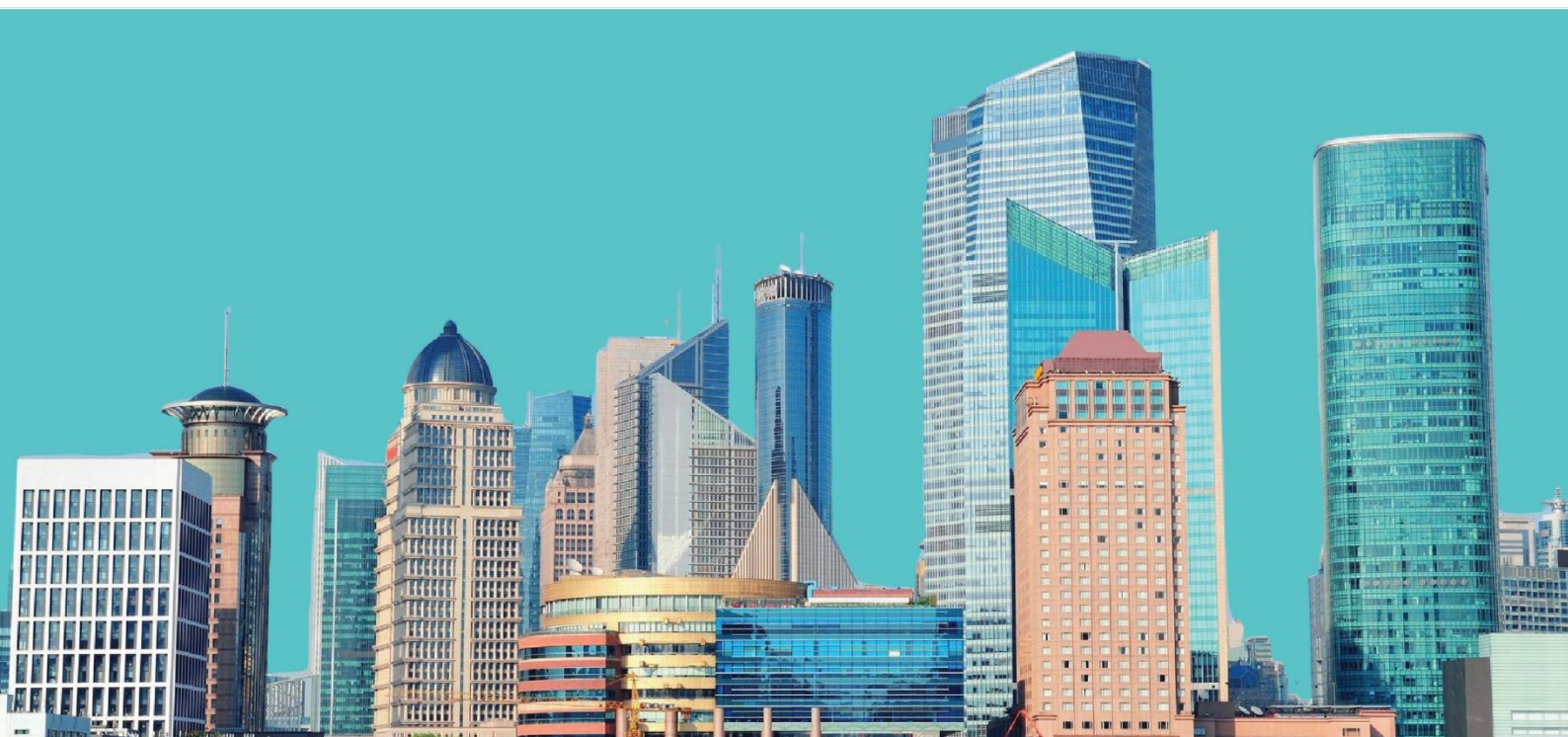
Findings – The research finds that Indonesia has a clearly defined legal framework governing liability for construction failures, particularly related to contractors, planning consultants, and supervising consultants. However, the integration of risk management practices into legal and contractual processes remains essential. Effective risk identification and expert appraisals are shown to significantly aid in dispute prevention and resolution, providing greater legal clarity and protecting public interests.

Research limitations – The study is limited by its focus on Indonesian law and does not conduct empirical analysis or case studies. It also primarily examines normative legal sources rather than implementation practices on construction sites. Future research could explore comparative studies or integrate qualitative field data.

Originality/value – This research uniquely bridges legal analysis with risk management theory in the context of building failures in Indonesia. It contributes to the growing discourse on how construction law and risk mitigation can be better aligned to reduce disputes and improve safety and quality in construction projects.

Keywords: Risk Management, Legal Liability, Dispute Resolution, Building Failures

Track: Sustainability Studies



Organic Farming Practices in Selected Municipalities in 4th District of Quezon

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Abstract

Background – Organic farming builds an ecological balance and biodiversity by removing synthetic inputs like pesticides and fertilizers. Organic farming is perceived as an option for development in the Philippines to uphold food security, conservation of environment, and promotion of public health. In practice, how organic farming is applied, the challenges that come with it, and its profitability still face significant research gaps. This is true especially in places like the 4th District of Quezon.

Purpose – This study assessed organic farming practices in selected municipalities within the 4th District of Quezon. It explored factors influencing farmers' adoption of organic farming, the practices they use, and the challenges they face in production and market access. Additionally, it examined the impact of these practices on farm productivity and profitability.

Design/methodology/approach – The research utilized a descriptive design, collecting data through surveys and personal interviews with ten selected organic farmers. Purposive sampling targeted active organic practitioners. Descriptive statistics (frequencies, means, percentages) summarized socio-demographic characteristics and farming practices. Inferential statistics, such as Pearson's correlation, were used to explore the relationship between organic practices and farm profitability.

Findings – None of the farms surveyed were certified under the Participatory Guarantee System (PGS), potentially limiting market access. Farmers, however, noted ecological benefits such as waste management and climate-resilient farming. Challenges reported included weeding, irregular weather, and occasional low yields. A moderate positive correlation ($r = 0.45$) was found between organic practices and farm profitability. Farms practicing crop diversification and effective waste management reported higher profitability. Additionally, those receiving government support were more likely to adopt a broader range of organic practices, further enhancing profitability.

Research limitations – This study concentrated on selected municipalities and uncertified farms that do not completely show the certified farms' realities. Future studies must include a wider area and examine certification effects on profitability.

Originality/value – This study offers insights into the current state of organic farming in Quezon Province, highlighting the potential for enhanced sustainability in food supply. Key areas for improvement include certification and market access, with recommendations for increased government support to scale up organic farming practices.

Keywords: Organic farming, Participatory Guarantee System, sustainable agriculture, farming practices, ecological balance

An Analysis of Pakistan as a Case Study for Monitoring the Aims of Sustainable Development

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Abstract

Background – While all United Nations member states have implemented the Sustainable Development Goals (SDGs) as a framework to eliminate poverty, safeguard the environment, and confirm global well-being by 2030, there remains limited empirical evidence from developing countries on the public and organizational adoption of these goals. This study addresses this research gap by examining the awareness and commitment to SDGs within Pakistan—a country facing complex development challenges.

Purpose – This research aims to measure and analyze the levels of knowledge and commitment toward the SDGs among the general public and employees in organizations across Pakistan.

Design/methodology/approach – A total of 550 respondents—including organizational employees and members of the general public—were selected using purposive sampling. Data were collected through structured surveys administered via direct observation in both organizational settings and public areas, specifically in the provincial and federal capitals. The data were analyzed using Smart PLS software, and the proposed relationships were examined through regression analysis to identify key determinants of SDG awareness and commitment.

Findings – The findings indicate significant variation in awareness and commitment to the SDGs across different Pakistani cities. These differences appear to correlate with regional industry activity and the extent of engagement with international development agencies, particularly the United Nations.

Research limitations – The study is limited to a single-country context. A comparative, cross-country analysis could offer deeper insights into global patterns of SDG adoption and commitment.

Originality/value – This research presents a detailed, context-specific analysis conducted at both provincial and federal levels in Pakistan. By uncovering ground-level realities of SDG implementation, it offers novel insights for national policy formulation and strategic development planning. Unlike many previous studies that focus on theoretical frameworks or international-level metrics, this research captures localized perspectives and real-world practices. It bonds the gap among policy intent and public engagement, constructing it a appreciated reference for governments, NGOs, and academic researchers interested in sustainable development in South Asia.

Keywords: Commitment, Developing nation, Awareness of Sustainable Development Goals, United Nations, Pakistan

Track: Education



Gender-Based Mental Health and Coping Mechanisms in Higher Education in the Philippines

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Abstract

Background – In the context of higher education in the Philippines, the mental health challenges faced by students are a growing concern. Despite increasing awareness, based on recent research, there is a lack of comprehensive studies addressing gender-based disparities in mental health and the effectiveness of coping strategies among students. Thus, this research was conducted to fill this gap by exploring these disparities and evaluating the effectiveness of various coping strategies to foster inclusivity and support within academic institutions.

Purpose – This study investigates gender-based mental health challenges and coping strategies among students of higher education in the Philippines. It sought to provide insights that can inform the development of gender-sensitive mental health services and interventions by promoting inclusivity.

Design/methodology/approach – Quantitative surveys and qualitative interviews were utilized. The quantitative component measured the prevalence and nature of mental health challenges among male, female, and non-binary students, while the qualitative component delved into personal experiences and coping mechanisms. The 120 respondents were currently enrolled, aged 18 and above, and willing to provide informed consent. Data were analyzed through thematic and content analysis using t-tests, ANOVA and regression analysis.

Findings – Findings revealed significant gender-based differences in the prevalence of mental health challenges and the coping strategies employed by the respondents. Marginalized groups, including gender-diverse individuals, manifested unique experiences that highlight the need for tailored mental health support. The study underscores the importance of inclusive mental health initiatives that consider gender-specific needs. There is a critical need for academic institutions to implement comprehensive mental health programs that address these diverse requirements.

Research limitations – This study is limited to exploring gender-based mental health among selected universities in the Philippines. Future research may consider a broader range of institutions and longitudinal data to further validate and expand upon these findings.

Originality/value – This paper has been conceptualized and written solely by the author and therefore contains original thoughts and ideas from her in-depth readings and continuous research. Other sources were duly credited.

Keywords: Mental Health, Gender; Coping Mechanisms, Higher Education

Localized Worksheets and Its Impact to Students' Higher Order Thinking Skills (HOTS) Basis for Program Plan Development

| Lourdes Avila

Polytechnic University of the Philippines

Abstract

Background – In today's rapidly evolving educational landscape, the development of students' higher-order thinking skills (HOTS) has become a crucial objective in fostering critical, analytical, and creative problem-solving abilities. One innovative approach to achieving this goal is the use of localized worksheets which provide a meaningful learning experience by making abstract concepts relatable and engaging.

Purpose – The purpose of this study was to describe the assessment of the students on the localized worksheets and its effects on learners' Higher Order Thinking Skills (HOTS) at the Polytechnic University of the Philippines in Lopez, Quezon. The researcher described the assessment of the teacher-respondents on the localized worksheets in terms of content, objectives and functionality. The respondents include 90 Education students from at Polytechnic University of the Philippines in Lopez, Quezon. The period of study was from October 2023 to January 2024.

Design/methodology/approach – The study utilized the descriptive-correlational design that provided a detailed account of how localized worksheets are designed, integrated into the curriculum, and used in the classroom. This examine whether there is a significant relationship between the used of localized worksheet and students HOTS development. Pearson correlation was used to measure the strength and direction of this relationship.

Findings – The findings of the study reveal significant insights into the role of localized worksheets in fostering student critical analysis, problem-solving and creative thinking. Results indicated that students after exposure to localized worksheets demonstrate higher levels of problem-solving skills and analytical thinking that highlights a positive correlation between the use of localized worksheets and improved HOTS performance.

Research limitations – The study focused on Education students from Polytechnic University of the Philippines in Lopez, Quezon. The impact of localized worksheets on students' HOTS was measured within a short timeframe. On the other hand, teachers may have different levels of experience and training in using localized worksheets and students making it challenging to isolate the impact of the materials alone.

Originality/value – This study contributes to the growing body of research on localized educational materials by demonstrating how worksheets tailored to students' cultural, linguistic, and contextual backgrounds enhance engagement and comprehension. This research examines how localized worksheets foster critical thinking, problem-solving, and analytical skills among students.

Keywords: localized worksheets, higher-order thinking skills, critical thinking, creativity, program plan

Transpiring Education: Lived Experiences of Selected Teachers in Assessing Learners Academic Performance and Issues in Academic Transparency

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Abstract

Background – The Academic Transparency has been a perennial issue but not given thorough study in basic education. Transparency in academic performance is critical in basic education because it develops a culture of trust, responsibility, and communication among stakeholders such as students, parents, and instructors (Chugh, 2020).

Purpose – Study aimed to analyze the experiences of the teachers in different school division offices and regions (CALABARZON, MIMAROPA, and BICOL Regions) concerning students' authentic performance and assessment transparency.

Design/methodology/approach – The research study utilized the embedded mixed-method with focus on the phenomenological research phase to analyze the experiences of the teachers in different contexts concerning academic assessment and transparency. The quantitative phase will be embedded in the design to provide comprehensive views on the responses. The primary research instrument to be used in this study was the structured interview guide where teachers can narrate their relative experiences. This method followed Giorgi (2014) four – phase phenomenological data analysis which include: Phase 1.) Reading the Transcription Several Times; Phase 2.) Discriminating meaning units; Phase 3.) Collecting meaning units and forming structure; and Phase 4.) Synthesizing meaning units. Also, to analyze the quantitative phase, percentage was employed as embedded data on analyzing the qualitative data.

Findings – Findings showed that teachers experience absenteeism, lack of parental involvement, poor student attitudes, and lack of education policies; learners and parents exhibit coping mechanisms, seeking improvement, indifference, and emotional responses because of non-transparency; teachers experience lack of parental support, grade adjustments, internal and external stressors related to transparency in learners' performance evaluation. The Performance Transparency Framework is recommended for implementation.

Research limitations – The study limits: First, it focuses only on selected school divisions within CALABARZON, MIMAROPA, and Bicol regions, limiting the generalizability of findings to other regions in the Philippines. Second, the study primarily captures the perspectives of teachers, with less emphasis on direct input from students and parents, which could provide a more comprehensive understanding of transparency issues. Third, the embedded mixed-method approach, while valuable, may not fully capture all nuances of academic transparency challenges, particularly those influenced by cultural and socioeconomic factors.

Originality/value – The findings offer valuable insights for policymakers, educators, and stakeholders, contributing to more equitable and transparent academic assessment practices.

Keywords: Academic Transparency, Stakeholders' Participation, Basic Education

Systematic Literature Review (Slr): The Role of Virtual Reality (VR) in Education

| I Ketut Darjika Astu¹, Ketut Agustini¹, I Gde Wawan Sudatha¹

¹Universitas Pendidikan Ganesha

Abstract

Background – The advancement of digital technology has introduced innovations like Virtual Reality (VR), which has the potential to enhance educational quality. VR creates immersive learning experiences that improve student engagement and understanding. However, despite its benefits, the adoption of VR in education is uneven across regions and disciplines. There is a lack of comprehensive analysis regarding its effectiveness and distribution, particularly in developing regions.

Purpose – This study aims to evaluate the role of VR in education from 2020 to 2024 using the PRISMA method in a Systematic Literature Review (SLR). The focus is on assessing VR's effectiveness in enhancing learning outcomes and identifying key trends, challenges, and research gaps in its implementation.

Design/methodology/approach – A systematic review was conducted by retrieving relevant articles through Google Scholar, using Publish or Perish software to facilitate data collection. The selection process followed PRISMA guidelines, incorporating predefined inclusion and exclusion criteria to ensure the relevance and quality of studies. A total of 21 studies were analyzed and categorized based on research methods, subjects covered, and geographic distribution. Thematic synthesis was applied to extract key findings and identify patterns in VR implementation.

Findings – The analysis highlights that VR effectively enhances students' understanding, engagement, and motivation, particularly in elementary education. Most studies employed Research & Development (R&D) and experimental methods, with a strong emphasis on science subjects. However, the majority of VR-related research is concentrated in Java, indicating an uneven distribution of studies across regions. This may be influenced by disparities in technological infrastructure, institutional readiness, and funding allocation. Despite its advantages, VR implementation faces significant challenges, such as limited device availability, inadequate infrastructure, and high development costs.

Research limitations – This study is limited by the number of selected articles and the specific timeframe (2020-2024), which may not fully capture the latest advancements in VR education. Additionally, potential publication bias in Google Scholar may affect the generalizability of the findings.

Originality/value – This study provides valuable insights for educators, policymakers, and technology developers to optimize VR's potential as an innovative and effective learning tool. By addressing key implementation challenges and identifying research gaps, this study contributes to the development of more accessible and equitable VR-based education.

Keywords: Virtual Reality, Education, Systematic Literature Review, Learning Engagement, Technology Integration

Utilization of Interactive Multimedia ClassDojo in Elementary to Secondary Education System: Literature Review Study

| Saputra Marisi Holong Marbun¹, Ketut Agustini¹, I Gde Wawan Sudatha¹

¹Universitas Pendidikan Ganesha

Abstract

Background – The integration of digital technology in education has led to the growing use of interactive multimedia to improve student engagement and classroom interaction. ClassDojo, a digital platform for behavior tracking and communication, is widely adopted in primary and secondary schools. However, a systematic review specifically examining its impact and challenges in these educational levels has been lacking.

Purpose – This research aims to investigate how ClassDojo is utilized across elementary and secondary education by evaluating its effectiveness, challenges, and perceived value in enhancing student engagement, motivation, and classroom management.

Design/methodology/approach – This study employed a Systematic Literature Review (SLR) approach following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. The databases used included ERIC and Google Scholar to identify relevant publications from 2020 to 2024. An initial search yielded 100 articles, which were then screened based on inclusion and exclusion criteria, resulting in 18 articles for further analysis. Data were analyzed using thematic coding conducted manually and supported by NVivo software to ensure consistency in the categorization and emerging themes from the literature.

Findings – The findings indicate that ClassDojo positively influences student motivation, engagement, self-regulation, and classroom discipline. It also enhances teacher-parent communication and supports individualized feedback. However, effectiveness varies depending on technological access and teacher digital literacy. Most studies report high usage in elementary levels, especially in subjects like mathematics and languages.

Research limitations – This review is constrained by its focus on English and Indonesian language articles, possibly excluding relevant research in other languages. The diversity of study contexts and methodologies also limits comparability. Additionally, concentrating solely on ClassDojo overlooks the effects of integrated digital tools commonly used alongside it. Lastly, long-term impacts were not explored due to the lack of longitudinal data.

Originality/value – This study offers a distinct overview of empirical findings regarding the use of ClassDojo in primary and secondary education. It highlights the platform's pedagogical potential and exposes practical barriers, offering guidance for future implementation. The focus on a single application across a range of subjects and regions brings new value to discussions on interactive media in education.

Keywords: ClassDojo; Interactive Multimedia.

Digitalization of Education to Shape a Sustainable Future: A Systematic Review

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Abstract

Background – The transformation of education has gained momentum in conjunction with the rapid evolution of digital technologies, including artificial intelligence (AI), the Internet of Things (IoT), and big data analytics.

Purpose – This study aims to provide a systematic review of current literature on digitalization in education, focusing on its application in learning, assessment, curriculum reform, and policy within the framework of the digital era.

Design/methodology/approach – This systematic review, guided by the PRISMA framework, drew from Google Scholar, Scopus, and ScienceDirect. Articles were selected based on strict criteria relevance, Scopus Q1/Q2 indexing, publication (2021–2024), and full-text access. The review primarily included empirical studies, with select literature reviews and policy analyses added for conceptual relevance. A total of 25 articles were categorized by analytical focus.

Findings – The findings reveal that educational digital transformation is not simply a technological change, but a multifaceted process shaped by structural, cultural, and pedagogical factors. Consequently, the interplay between technology, pedagogy, and humanistic principles is essential for building a resilient and future-ready education system.

Research limitations – The scope of this review is restricted by the number of studies examined and the 2021–2024 publication range, potentially overlooking recent trends in educational digitalization. In addition, reliance on Google Scholar may introduce publication bias, thereby impacting the diversity and generalizability of the conclusions.

Originality/value – The successful realization of educational digitalization is contingent upon stakeholder collaboration, transformative leadership, infrastructural adequacy, and the development of curricula informed by local contexts and cultural values.

Keywords: digitalization, assessment, curriculum, policy, educational transformation

Track: Humanities



Social Identity and Altruism during Crisis Situations: Social Groups Solidarity

| Ulul Albab¹, Abdul Hakim², Muhammad Muzakki³, Intan Rahmawati⁴
^{1,2,3,4}Brawijaya University

Abstract

Background – This study investigates the influence of social identity on altruistic behaviors during the COVID-19 pandemic in Indonesia, drawing on Social Identity Theory (SIT) by Burke and Stets (2000). It examines how individuals and groups activate social identities that motivate prosocial behaviors in response to a global health crisis. Key figures from civil society organizations—such as Agung from Indonesia Global Justice (IGJ), Lanz from the People’s Vaccine Alliance (PVA), and Paul from the Rights Initiative Organization (RIO)—linked up from global groups into domestic groups to advocate the Indonesian people and government during 2020 – 2023 momentum to obtain better public health policies and treatment.

Purpose – This research explores how identities founded on the shared principles of humanitarianism and solidarity shape actions that emphasize the welfare of the collective. This includes efforts to promote equitable healthcare and vaccine distribution, even when such initiatives present challenges to their communities.

Design/methodology/approach – Through semi-structured interviews, qualitative, thematic analysis, with three people as participants.

Findings – These findings contribute to the literature on social identity and prosocial behavior by highlighting how global crisis situations can enhance collective empathy and encourage actions that transcend group interests, such as their different original goals.

Research limitations – Despite its insights, this study is limited by its reliance on a small purposive sample of civil society leaders, which may not capture the full diversity of Indonesian experiences. The qualitative, interview-based approach precludes the quantitative validation of observed patterns and may introduce researcher bias in interpreting social identity salience. In addition, the purposive sampling method may have inadvertently excluded important perspectives or experiences of civil society leaders who were not included in the study. The contextual factors unique to the early COVID 19 period may limit their applicability to other crises or cultures. Finally, focusing on high-profile activists overlooks grassroots or passive expressions of altruism, constraining the generalizability of the findings.

Originality/value – Building a foundation for cooperative responses to future humanitarian crises through the understanding of social identity, which would enhance the understanding of social identity factors influencing crisis management and community resilience.

Keywords: Social Identity Theory, Sociology, Pro-social, Social Group

Track: Psychology



Employee Satisfaction and Engagement of Faculty Members and Administrative Employees in a State University: A Mixed-Method Sequential Explanatory Design

| Nicolas Mallari¹, Felicitas Trinidad², Christ Michael Entienza³, Jennifer C. Saulo⁴
^{1,2,3,4}Polytechnic University of the Philippines

Abstract

Background – Job satisfaction significantly impacts employee engagement and workplace productivity. Mincu (2015) defines it as a positive attitude toward work, while Tang, Siu, and Cheung (2014) highlight the influence of relationships with employers, leaders, and co-workers. Andrew and Sofian (2012) describe work engagement as an emotional and psychological connection to the organization, affecting workplace outcomes.

Purpose – This study examines the relationship between job satisfaction and engagement among faculty and administrative employees at the PUP, Sta. Mesa Campus, during the 2nd semester of the 2023-2024 academic year.

Design/methodology/approach – A mixed-method sequential explanatory design was employed. In the quantitative phase, a descriptive correlational design using structured surveys collected data from 170 full-time faculty and administrative employees. The survey included the 36-item JSS by Spector (1985) and the JES by Rich, Lepine, and Crawford (2010). In the qualitative phase, semi-structured interviews provided deeper insight into employees' experiences, contextualizing the quantitative findings. Ethical approval was secured from the University Research Ethics Center (UREC), and surveys were distributed via Google Forms.

Findings – Results indicate that employees reported high satisfaction with the nature of work, supervision, and co-worker relationships, while satisfaction with operating procedures, benefits, and promotion opportunities was lower. Physical engagement was highest, followed by emotional and cognitive engagement. Correlation analyses revealed that supportive supervision, meaningful work, and clear communication were strong predictors of emotional and cognitive engagement. - To see more discussions you can view our paper using this link- <https://shorturl.at/aLcNJ>

Research limitations – Conducted within a single state university, the findings may not generalize to other institutions. Self-reported data could be influenced by response bias, and the cross-sectional design limits insight into changes over time. Additionally, the relatively small qualitative sample may not capture the full diversity of employee experiences. External factors, such as national education policies and economic conditions, were beyond the study's scope.

Originality/value – This study enhances the understanding of the relationship between job satisfaction and engagement in academic institutions, highlighting the impact of leadership, communication, and meaningful work. The findings offer valuable insights for university administrators aiming to improve employee retention, motivation, and overall workplace well-being.

Keywords: Employee satisfaction, job engagement, supervision, communication, higher education institutions.

Track: Economics



The impact of Migration on Turkey's Economy (2010-2025)

| Seyfeddin Neslinebi

Ankara Yıldırım Beyazıt University

Abstract

Background – As it is known, the world has a global economic structure, therefore an event or development that occurs anywhere in the world directly or indirectly affects the social, political and economic structures of other countries and societies. Migration is also one of the factors that has multiple and broad effects on global economic, cultural and political structures.

Purpose – The aim of this study is to analyze the impacts of the issue of migration on the Turkish economy.

Design/methodology/approach – This study will benefit from qualitative and quantitative research methods and will benefit from academic studies, book, article and column reviews and economic reports conducted in this field of migration.

Findings – When the literature in this field is examined, it is seen that the migration structure has a dual effect. To put it more clearly, migration has positive and negative effects on the Turkish economy.

Research limitations – As we have stated before, the issue of migration has multiple and broad effects on the social structure. Therefore, this study will examine the effects of the issue of migration on the economic structure of Turkey between 2010-2015.

Originality/value – There is a wide literature on the general and global effects of the issue of migration. However, there are limited studies specific to Turkey. Therefore, it is thought that this study can contribute to academics who want to examine the effects of migration on certain regions.

Keywords: the EU, Middle East, Turkey, migration, economy

The Role of Forensic Accounting in Resolving Corporate Financial Disputes Through Litigation

| Faizul Idris¹, Yoel Latif¹, Ashuri¹, Pupung Purnama Sari¹

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Abstract

Background – The resolution of financial disputes in the corporate world often involves complex challenges, particularly when fraud or financial misconduct is present. These elements are frequently difficult to detect through conventional audit methods, which limits the effectiveness of traditional financial oversight mechanisms. As financial crimes become more sophisticated, there is an increasing need for specialized approaches to uncover hidden or manipulated financial information. This context highlights the growing importance of forensic accounting in legal and corporate environments. However, despite its relevance, there is a lack of comprehensive research on how forensic accounting specifically addresses the shortcomings of traditional audits in detecting complex fraud schemes. Existing literature often overlooks practical applications and case-based evaluations of forensic techniques in real-world corporate settings

Purpose – This study aims to explore how forensic accounting contributes to the resolution of financial disputes by providing clear, reliable financial evidence within the legal system.

Design/methodology/approach – This qualitative study applies a literature review approach using databases such as Scopus and Google Scholar. Around 35 articles published between 2010 and 2024 were analyzed. Inclusion focused on sources discussing forensic accounting in legal contexts; unrelated or superficial articles were excluded. Thematic analysis was used to synthesize key insights.

Findings – Forensic accounting serves a dual role: as a provider of valid financial evidence and as expert witness in court. For instance, in a hypothetical case of asset misappropriation, a forensic accountant traced irregular fund transfers through bank reconciliation, which became key evidence in litigation. Additionally, forensic experts recommend fraud prevention strategies for future risk mitigation.

Research limitations – This study is limited to a literature review, so it does not include real case studies or field data. As a result, practical insights from actual forensic accounting cases may be lacking

Originality/value – Unlike prior studies that treat forensic accounting merely as an audit extension, this research emphasizes its integral function in the legal process. It demonstrates how forensic accounting enhances transparency and strengthens the evidentiary base in dispute resolution, offering added value to both legal and financial fields.

Keywords: forensic accounting, financial disputes, litigation, fraud, investigative audit

Track: Islamic Studies



The Relevance of Waqf in Supporting Environmental Education and Sustainable Development

| Adamu Abubakar Muhammad¹, Abubakar Aliyu Yakub², Usman Jibril Mikail³

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Abstract

Background – Climate change and environmental degradation have become major worldwide issues, particularly in poorer nations. There are still gaps in funding and community-level instruction for sustainable environmental practices, despite global commitments to the Sustainable Development Goals (SDGs). Although the Islamic institution of waqf, a type of perpetual charity endowment, has long been important for social welfare, little is known about how it might help with sustainability and environmental education.

Purpose – The purpose of this study is to investigate the applicability and potential of waqf in advancing sustainable development and environmental education. It looks at how waqf can be set up and used to support environmental initiatives, ecological literacy, and awareness-raising initiatives both inside and outside of Muslim communities.

Design/methodology/approach – Using content analysis of original Islamic law sources, historical case studies, and modern waqf models from nations like Malaysia, Indonesia, and Turkey, a qualitative research approach was used. To learn more about real-world applications and difficulties, semi-structured interviews were also done with community leaders, environmental academics, and waqf officials.

Findings – By creating eco-friendly schools, assisting research facilities, financing green technology, and supporting awareness campaigns based on Islamic ecological ideals, waqf can make a substantial contribution to environmental education and sustainable development, according to the study. Examples from history show that waqf holdings were historically utilized to protect public amenities and natural resources like forests and water sources. In certain nations with a majority of Muslims, contemporary waqf organizations are already starting to adjust to sustainability goals. However, because of a lack of knowledge, legal restrictions, and a lack of creativity in waqf management, this integration is still quite low.

Research limitations – The scope of this study focuses on a few Muslim-majority nations with operational waqf organizations. Access to waqf administrative documents and some parties' reluctance to reveal financial strategies are further barriers to empirical data.

Originality/value – Waqf is an underutilized financial and educational tool for promoting sustainability and environmental care. Policy changes, community involvement, and strategic alliances that match waqf with international sustainability goals and Islamic environmental norms are necessary to optimize its impact.

Keywords: Environmental Education, Islamic Endowment, Nigeria, Sustainable Development, Waqf

Track: Accounting



Unraveling the cause of Fraudulent Financial Reporting in the Indonesian Banking Sector: The Revised Beneish M-Score Approach

| Pupung Purnamasari¹, Ade Yunita Mafruhah¹, Kania Nurcholisah¹, Nurleli Nurleli¹, Dewi Kartika Didik¹

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Abstract

Background – Financial statement fraud (FSF) poses a critical risk in the Indonesian banking sector. Despite the frequent use of the Beneish M-Score model for detecting manipulation, its effectiveness in banking remains unclear. A revised model and a broader theoretical framework are needed to improve detection accuracy and policy relevance.

Purpose – This study aims to revise the Beneish M-Score model for the banking context in Indonesia and examine the underlying causes of FSF using the Fraud Hexagon Hypothesis.

Design/methodology/approach – This quantitative study covers 192 banks listed on the Indonesia Stock Exchange (IDX) from 2017 to 2021. The sample includes all publicly listed banks with complete financial reports. Financial data were sourced from annual reports and IDX publications. The revised M-Score was calculated using probit regression based on five financial ratios. Seven variables from the Fraud Hexagon Hypothesis—financial stability, director change, auditor change, ineffective monitoring, CEO image, political connection, and firm age—were operationalized using ratio metrics and binary indicators. Logistic regression was used to assess their influence on FSF.

Findings – The revised Beneish M-Score model yielded updated coefficients, improving classification sensitivity. Both the original and revised models classified Indonesian banks as generally non-manipulators. However, four variables significantly influenced FSF likelihood: financial stability (ACHANGE), director change (DCHANGE), and auditor change (AUDCHANGE) were positively associated with an increased likelihood of FSF, while firm age (EKSIS) was negatively associated. Of the 192 banks analyzed, 17 were flagged under the revised M-Score as likely manipulators, compared to 12 flagged under the original model.

Research limitations – The study is confined to the banking sector and publicly listed institutions, which may limit generalizability. Variables explained 29.7% of the variation in FSF, suggesting the presence of other contextual factors.

Originality/value – This study refines the widely used Beneish M-Score and integrates the Fraud Hexagon framework, offering a novel perspective on FSF detection and its root causes in the Indonesian banking sector. The findings support more targeted regulatory oversight and institutional safeguards.

Keywords: Fraudulent Financial Reporting, Beneish M-Score, Financial Stability, Indonesian Banking, Fraud Hexagon Hypothesis

Data-centric risk management practices in Islamic financial institutions: A developmental study between Brunei and Indonesia

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¹Universitas Islam Bandung

Abstract

Background – Although, big data and predictive analytics (BDPA) have established itself as a strategic organizational tool, little is known about its role in bolstering risk management practices (RMPs).

Purpose – This research aims to examine the role of BDPA to support RMPs under the mediating effect of the religious sentiments of personnel responsible for administering RMPs

Design/methodology/approach – Following theoretical underpinnings of dynamic capability view (DCV) theory, data from 750 Islamic bankers obtained through survey and interviews, structural equation modelling (SEM) and thematic analyses, we analyze the impact of BDPA on RMPs of IFIs.

Findings – The findings assess and compare the influence of BDPA on existing RMPs of IFIs of Brunei and Indonesia.

Research limitations – The main limitations are research sampling, data collection and analysis procedures.

Originality/value – This study contributes to theoretical extension of agency theory and presents actionable strategies for the regulators and policymakers looking to employ BDPA in Islamic banking operations for effective risk management.

Keywords: Risk management, big data analytics, innovative risk evaluation; Islamic financial institutions

Track: Organization Development



Enhancing Port Performance through Digital Transformation: The Role of Networking Capability and Transformational Organization in Indonesian Container Ports

| Buyung Pramitra¹, Mochammad Al Musadieq¹, Tri Wulida Afrianty¹, Teuku Noerman¹

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Abstract

Background – The container port industry plays a crucial role in the global supply chain and is undergoing rapid digital transformation to enhance efficiency and competitiveness. However, the adoption of digital technologies in ports, especially in developing countries like Indonesia, faces challenges related to organizational capabilities and leadership

Purpose – This study aims to examine the influence of networking capability and transformational organizational characteristics on digital adoption and their impact on port performance in Indonesian container ports. It also investigates the mediating role of digital adoption between organizational capabilities and port performance

Design/methodology/approach – A quantitative approach surveyed representatives from all 33 container ports in Indonesia using saturated sampling, targeting the entire population. Respondents were primarily port managers responsible for operational and strategic decisions. Data were collected via a structured 5-point Likert scale questionnaire. With a 100% response rate, sampling bias was minimized, allowing generalization to all Indonesian container ports. Data analysis employed SEM using the Partial Least Squares (PLS) method, chosen for its suitability with small samples, robustness to non-normal data, and ability to model complex latent variable relationships.

Findings – Results indicate that networking capability significantly affects digital adoption (path coefficient = 0.826, $p = 0.000$), while transformational organization also has a significant effect (0.172, $p = 0.038$). Both networking capability and transformational organization significantly influence port performance, with coefficients of 0.402 ($p = 0.000$) and 0.735 ($p = 0.000$), respectively. Digital adoption mediates the relationship between networking capability and port performance (coefficient = 0.623, $p = 0.000$), and between transformational organization and port performance (0.022, $p = 0.022$). However, the direct effect of digital adoption on port performance is not significant (0.278, $p = 0.059$)

Research limitations – This study focuses on container ports in Indonesia, which may limit generalizability to other contexts. The cross-sectional design restricts understanding of digital transformation over time. Reliance on self-reported data may introduce bias, and while SEM-PLS suits exploratory analysis, it offers limited model fit assessment.

Originality/value – This research contributes to the digital transformation literature in port management within developing countries by highlighting the critical role of organizational capabilities and transformational leadership. The findings offer practical implications for policymakers and port managers in enhancing port performance through targeted digital adoption strategies

Keywords: Port Performance, Digital Transformation, Networking Capability, Transformational Organization, Indonesian Container Ports

Digital Bureaucracy and Social Protection of Indonesian Migrant Worker in Special Placement Program to Taiwan (SP2T)

| Theresia Evy Lonita
University Of Indonesia

Abstract

Background – The Special Placement Program to Taiwan (SP2T) is a new innovation in the digitalization of the formal migrant workers placement to Taiwan. The program aims to increase social protection for Indonesian migrant by strengthen the state intervention in worker recruitment and removing the placement fee for agency company

Purpose – This research analyze the principles of Digital Weberian Bureaucracy (DWB), namely intelligent efficiency, sizing-up objectivity, and remote rationality, in the implementation of SP2T through the use of the Indonesian Migrant Worker Protection Computerization System (SISKOP2MI) .This research is important to study considering the significance of public policy innovation in migrant worker placement.

Design/methodology/approach – The research method used is qualitative, utilizing interviews and document studies to deepen information about SP2T. The interviews are for : -Interview 15 candidate of SP2T -Director of Formal Placement, The Ministry Of Indonesiaian Migran Worker Protection (KemenP2MI) -Via Zoom with Indonesian Trade and Economic Office (KDEI) and Direct Hiring Service center (DHSC) , and with PT Ho You, Taiwan. The documents are MOU and reports

Findings – The findings of this study indicate that the DWB needs not only the technology transformation, but also the human. The researcher recommends to KDEI, KemenP2MI, and DHSC must collaborate to increase the socialization trough social media and also hiring a "marketing staffs". Then, Providing the training in Mandarin language and basic computer skills for the candidate.

Research limitations – This research is limited to the processes occurring in Indonesia, from registration to preparation process before flight. Further studies are needed to conduct direct observations in Taiwan.

Originality/value – The concept of DWB was introduced by Muellerleile and Robertson (2018). Then, the others research are "Digital Weberianism Bureaucracy: Alertness and Disaster Risk Reduction (DRR) Related to the Sunda Strait Volcanic Tsunami" by Meilani & Hardjosoekarto (2020) and "Institutional Divergence of Digital Item Bank Management in Bureaucratic Hybridization: An Application of SSM Based Multi-Method" by Muhammaditya et al. (2022). Both explain about how the DWB implemented in Indonesia and also the obstacles. The novelty in this research is to analyze The DWB which connecting two countries, there are Indonesia and Taiwan, and SP2T had not been studied before.

Keywords: Digital Bureaucracy, SISKOP2MI,SP2T,Indonesian Migrant Worker, Zero Pay Placement

CLOSING SPEECH

Excellencies, Presenter, Attendees

Ladies and Gentlemen,

I am very honored and delighted to deliver the concluding remarks of 9th International Conference on Interdisciplinary Business, Economy, Management, and Social Studies (9th IBEMS) organized by the Business Management Network Institute, Polytechnic University of the Philippines, and Research Synergy Foundation. Co-hosted by Master of Accounting Program, Faculty of Economics and Business, UNISBA, and PERBANAS Institute. Supported by Research Synergy System, Reviewer Track, Research Synergy Institute, Research Synergy Press, Global Research Ecosystem, F1000Research.. The committee has successfully hosted the event, breakout sessions and all presentations were delivered with minimum technical issues. I believe that during this conference, we have all had insightful, interactive, discussions and great chance to share the outcomes of our research.

Throughout this conference, we have had the opportunity to explore deeper in the various area of research related to Interdisciplinary Business, Economy, Management, and Social Studies. The presentations, discussions, and insights shared by esteemed scholars and experts have provided a rich tapestry of knowledge and perspectives. Overall, this conference has served as a platform for interdisciplinary dialogue and collaboration, fostering a deeper understanding of the complex challenges facing our world today. As we conclude this conference, let us carry forward the insights gained and continue our collective efforts towards building a more sustainable, equitable, and prosperous future for all.

I would like to thank all participants, keynote speaker, session chairs, reviewers, presenters, attendees, and of course session chairs from various countries who have already given their best contribution to this 9th IBEMS. Next, my sincere gratitude and thank you, finally, to all the committee members for their hard work. Therefore, let me wish all of our energy, enthusiasm, shared trust and resolve on our way towards achieving a better future for all.

Moreover, Congratulation to the achievement in awarding section for the best paper, the best presentation, and high recognition to all session chairs involved (your feedback is really valuable to all audiences, we are looking forward for future collaboration ahead).

To conclude, thank you for the great contribution and hope that the knowledge and thoughts shared in this conference, new networks, and new friendships will be fruitful for all of us and could increase our professional development in the future.

See you at our upcoming event.

Keep in touch and thank you very much for your attention. Stay safe and healthy.

Best regards,

Dr. Hendrati Dwi Mulyaningsih

Conference Chair of 9th IBEMS

Future Events



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

10th MASOS

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

<https://www.masosconference.com>

Virtual Conference – August 12, 2025

7th ICISS

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

<https://www.icissconference.com>

Virtual Conference – September 2, 2025

ICBAS

International Conference on Business and Administrative Sciences Research (ICBAS)

<https://icbasconference.com/>

Virtual Conference – September 24, 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 – October 8-9, 2025

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