Optimization Hotel Staff in Uncertain Condition Using Integer Linear Programming

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Abstract. Nature and man-made disasters have a significant impact on the tourism sector, either immediately or in the long term, disrupting the sustainability of tourism. Even decent planning has been carried out on the basis of previous experience, there is still a new challenge to be met as an impact of reducing sales. One of the problems is the number of hotel workers who have to stay in the tourism crisis. The goal is to provide a defined planning so that hotel managers and staff can prepare for the fluctuation of hotel occupancy. Modelling the demand of hotel guests and the availability of hotel staff is based on the method of aggregate production planning with the optimization result of integer linear programming. The effect is the number of hotel guests and reducing the cost of recruitment and lay-off of hotel staff. Case study is taken from the hotel occupancy in Bali before and during the Covid-19 pandemic, to demonstrate how the model works to quantify the number of workers required.

Keywords: disaster tourism, sustainability tourism, integer linear programming, hotel staff, covid-19

1 Introduction and research problem

Sustainable tourism will continue to exist if tourism is able to meet the needs of the visitor sector, the tourism industry and the local community on an ongoing basis. This word would refer to good quality practice between natural resources and human resources. The four fundamental principles for sustainable tourism are integrated planning and decision-making, the conservation of habitats, the preservation of human and natural resources and the creation of a framework that can exist in the long term.

Indonesia is a country with abundant natural resources, a wealth of cultural arts, customs and historical heritage, so this is a potential that can be built in the tourism sector. Indonesia 's tourism potential, which has approximately 17,508 islands with a coastline of 81,000 km and an area of approximately 3.1 million km2, stores potential resources[1].

The growth of the tourism sector can be demonstrated by a number of indicators, namely foreign exchange earnings and the number of tourists arriving in Indonesia. Both are showing an growing pattern. In 2015, 10.23 million international tourists came to Indonesia, and by 2019 the number rose to 16.11 million. The Indonesian tourism sector was the fastest growing sector in 2018, namely the 9th in the world, the 3rd in Asia and the 1st in the South East Asia region, according to the Minister for Tourism [2]. In addition, the ranking of Indonesia 's tourism competitiveness index in the world rose from 42 in 2017 to 40 in 2019 from 140

countries, based on the Travel & Tourism Competitiveness Survey of the World Economic Forum in 2019. Indonesia's global tourism competitiveness index rose from 42 in 2017 to 40 in 2019 from 140 countries [3].

The advanced tourism sector must be supported by the availability of appropriate support facilities. Tourist service services include the provision of hotels , restaurants and accommodation. The accommodation company is a building or part of a building that is specially furnished, and anyone can stay, eat and get services and other facilities with payment. Hotels / inns are one form of tourism support for accommodation. In addition to the number of accommodations / rooms / beds, the hotel room occupancy rate is another metric that can be used to see the tourism performance in the region. The occupancy rate is a comparison of the number of room nights used and the number of room nights available. This indicator can offer an idea of how much tourists are interested in certain hotel accommodations in the region. In addition, the occupancy rate can be used as an initial indicator to determine the state of tourist accommodation in the region in order to increase tourist attractiveness.

However, behind Indonesia 's ability and attractiveness in the tourism field, Indonesia has risks and hazards that can be dangerous. According to Undang-undang Republik Indonesia No 24 (2007) on Disaster Management, the concept of a disaster is an occurrence or sequence that threatens and disrupts the life and livelihood of the society, either by natural or non-natural causes. The United Nations International Strategy for Disaster Mitigation (2002) describes the forms of natural disasters that include hydro-meteorological disasters such as hurricanes, typhoons, flash floods, droughts and landslides; geophysical disasters in the form of earthquakes, tsunamis and volcanic activity; and biological disasters are epidemics, plant and animal diseases. How to deal with the disaster has been developed by the government through crisis management, Coles [4] and Rittichainuwat, Nelson, and Rahmafitria[5] described the government's intervention to prevent the disaster risk on tourism. More detailed case studies include Kim and Marcouiller [6] on hurricane disasters in Honduras, Nuzura [7] on tsunamis in Aceh, or Pyke, De Lacy, Rule, and Jiang [8] on bushfires in Australia. Non-natural disasters are disasters that have resulted from events or a sequence of non-natural events, such as technological failure, failed modernisation, epidemics and infectious diseases. Malaria [9], SARS [10], avian influenza [11], swine flu [12], ebola [13], and beginning in 2019 is the corona epidemic that ruins the business field. Social catastrophe is a catastrophe triggered by events or a sequence of human events that include social tension between groups or societies and terror. In Indonesia, such disasters mostly range from a small impact to a major impact.

The spread of the pandemic to numerous countries around the world has had a significant impact on all aspects of the economy. The tourism industry is one of the industries that is heavily affected. This is because many countries have closed airports and tourist attractions to avoid the spread of the virus. With the existence of a government policy on physical distance (maintaining physical distance) and the advice to stay at home in an attempt to minimize the spread of the virus, the tourism sector has been sluggish and almost collapsed. The downturn in the tourism sector in Indonesia has already begun long before the first positive case was discovered in March 2020. Covid-19 has made it impossible for foreign tourists to visit Indonesia because a number of countries have locked themselves in and requested their people not to fly abroad. According to the World Tourism Organization (WTO) report , global travel in 2020 will be in the range of 58 to 78 percentage points [4]. In fact, the report notes that the

losses incurred by the tourism sector could surpass US\$ 1 trillion. In Indonesia, tourist arrivals also began to decline rapidly in February, when the first Covid-19 cases had not yet occurred. Even in April, the fall in international tourist arrivals reached 87.44% year on year. In that month, also three major entrances, namely Ngurah Rai, Soekarno-Hatta and Batam, had decreased to more than 99 per cent year on year [15][16]. The Indonesian Employers' Association (Apindo) said that the domestic tourism industry had sustained a loss of at least US \$1.5 billion from January to April 2020, equivalent to IDR 21 trillion [17]. In addition to the decrease in tourism visits, the spread of the pandemic is expected to endanger 13 million employees in the tourism sector and 32.5 million employees who are indirectly connected to tourism deposits. The existence of a government policy to enforce Large-Scale Social Restrictions (PSBB) has also had an effect on the closure of all Indonesian tourist destinations. In addition to having an impact on foreign exchange earnings, the spread of Covid-19 also forced thousands of hotels, hundreds of restaurants and travel agents to leave business during the pandemic. Assaf [18] clarified the impact of declining tourist arrivals on hotel operators in Asia Pacific, as well as Wang and Ritchie [19] on the housing industry in Australia.

The Association of Indonesian Hotels and Restaurants (PHRI) said that by April 2020, 1,674 hotels and 500 restaurants in Indonesia had ceased to operate. In fact, many hotels have begun offering leave to lay off staff in order to preserve the stability of their cash flow, in particular the cost of paying workers ' salaries. The Government, through the Ministry of Tourism and Creative Economy, has taken steps to mitigate the impact of Covid-19 on the crisis in the tourism sector.

The effect of the pandemic on corporate income varies depending on the size of the business (micro, small, medium and large). However, it is believed that the position of the company and the business sector also influences the extent of revenue shifts. In general, 8 out of 10 businesses are expected to experience reduced sales. Approximately 82.29 per cent of UMB and 84.20 per cent of UMK experienced a decline in profits. Food and beverage accommodation was the sector most affected at 92.47 per cent due to a decrease in demand of 87 per cent [20].

The decision to maintain, decrease or even raise the number of employees is a move that the organization must take to adapt to a pandemic situation that has an impact on the operations of the company. The food and beverage housing industry cuts its workers by 50.52% in the midst of a pandemic. Reduction of workers is comparatively more common in medium and large businesses.

76 out of every 100 businesses currently running as normal, the number of employees continues to be steady. There have been numerous efforts by businesses to maintain their employees even as the company's operations have been seriously impacted by the pandemic. The decision to lay off is likely to be a final step in the direction of its workforce. Reducing working hours by 32.66 per cent is a move that businesses have taken comparatively more than they have chosen.

Others include being laid off (unpaid, partially paid, and fully paid) or laid off for a short period of time. The reduction in working hours was the strategy most sought by businesses currently functioning as normal, accounting for 24.59 per cent of the total number of respondents. The strategy that was often followed at the time was that staff should be laid off

(not paid) and laid off by 14.04 per cent in a short period of time. Accommodation and food and drink are included in three sectors of the business which lay off staff in a short period of time, namely 17.63 per cent.

The same condition also occurred at Soekarno-Hatta Airport, Juanda Airport, and Hang Nadim Airport where foreign tourists' visits continued to decline by up to 50 percent month to month. The decline in foreign tourist arrivals to Indonesia is due to restrictions on travel by almost all countries in the world to prevent the spread of the Covid-19 pandemic. Impact of travel restrictions was even more pronounced when the Chinese government officially announced a policy to ban its citizens from traveling abroad at the end of January. This has greatly reduced the number of foreign tourists visiting Indonesia, considering that foreign tourists from China are one of the three countries with the highest number of foreign tourists visiting. It has been recorded that more than 10,000 trips from China to Indonesia have been canceled. The majority of the trip cancellations came from Wuhan where first report and subsequent outbreak from a cluster of novel human pneumonia cases in Wuhan City, China, since late December 2019 [25]. Moreover, in March, international tourists arriving at Ngurah Rai Airport had only reached 155.85 thousand or decreased by 56.50 per cent compared to the previous month.

The goal of this paper is to plan the emergency situation as part of staff scheduling crisis management. The confusion in the case of a catastrophe or a catastrophe must first be expected, which starts with the decision as to how many hotel workers who must stay in charge of all. The lack of staff will influence the satisfaction of the guest, while the overworker will increase the cost of the salary. In order to get a successful planning, the forecast demand becomes the input of the optimization of workers scheduling. Aggregate planning is an approach for deciding the quantity and time required for the output of products by operating managers over a certain period of time. In the range of production planning, aggregate planning is medium-term capacity planning, typically having a two-to 12-month time horizon. Such preparation is useful for organisations with seasonal or fluctuating demand or capability. The goal of aggregate planning is to establish an efficient production plan using organizational resources to meet the expected demand. The optimization approach that will be used in this paper is a whole linear programming model. This model is used because it is difficult to account for the validity of the management coefficient approach. The goal of the formulation of integer linear programming is to minimize the overall cost. This paper would take the hotel workers in Bali as a case study as part of the management decision that needs to be taken. This paper is a guideline on how to assess the number of workers on the basis of demand, not only for hotels, but also for all elements of the tourism industry that have often been affected by disasters. At the end of this article, future studies will be addressed in order to deal with more uncertain variables.

2 Methods

All the data used here are from secondary data from Badan Pusat Statistik [8] with 34,559 respondents. Data was compiled from 10 to 26 July 2020. Respondents represent all areas of industry, bar government, employer household operations and foreign organizations. Data was obtained using Computer Aided Web, Self Interview (CASWI) and Survey Online. The approach is a sampling method with a probability sampling of 24,000 samples chosen from the 2020 Statistical Business Registry (SBR) framework, while non-probability sampling or

voluntary sampling was achieved by submitting survey links to network associations and other types of business associations.

According to Heizer, Make, and Munson [26] the goal of aggregate forecasting is to satisfy the need for future projections and reduce costs over the planning phase. This strategy may include smoother work rates, lower inventory levels and better service levels for customers. Aggregate planning would create an average production level of demand with fluctuating potential demand. Forecasting is used in the manufacturing process to estimate the amount of customer orders for a commodity.

Approach the case study of tourism using aggregate planning:

1. Accessible capability (staff) can be represented in person equal to the need (demand).

2. The overall time horizon forecasting capability must be equal to the total prediction requirements, if not the same, the dummy would be used as far as the unit cost difference = 0 (zero).

3. All of the cost interactions are linear.

4. Calculate in advance the overall demand for all visitors who stay in the hotel over the planning period.

5. Optimize the production plan for each period within the planning horizon, starting with the early period of the last period.

Many aggregate preparation strategies specify a schedule that minimizes costs. Costs cover hiring costs, termination costs, overtime and undertime costs (less and more personnel needs), inventory and back order costs, and subcontracting (personnel from other hotels). As there is no commodity in the tourism case study, the inventory and back order will not be included and will be substituted by time and time costs. All data is taken from various sources as feedback for the entire linear programming model. The model itself should be used for any data that the consumer has for a more reliable and feasible outcome.

3 Results and findings

We used data from Kementrian Pariwisata and Ekonomi Kreatif Republik Indonesia for tourists arriving at Ngurah Rai International Airport in 2018 and 2019 to find the overall number of international tourists arriving each year[15][16]. Bali has top priorities for all provinces in Indonesia. There are numbers of hotels run in 2018 and 2019 to serve visitors, assuming they are for foreign tourists only. The number of hotels operated yearly is equal to the number of hotels operated on a monthly basis.

By subdivided total foreign visitors arriving per month with an average number of hotels served each month equal to the number of hotels served in the year (1), we have total guests staying in the hotel for a month (2). The total guest will not arrive at the same time, so we need to know how many tourists will stay at the same time (3). First of all, we need to figure out how long the visitor lives in the hotel. Table 1 displays the details for the total number of hotel guests staying.

$$\frac{\sum_{t=1}^{T} H_t}{n} = H_m \tag{1}$$

$$G_m = \frac{T_m}{H_m}$$
(2)

While:

 P_t = percentage bed occupied

 $B_t = total beds$ available per year

 T_t = total international tourist arrived per year

n = number of years

 $T_m = total international tourist arrived per month$

 $G_m = total \ guest \ per \ hotel \ per \ month$

 $H_t = total hotels available per year$

 $H_m = total hotels$ available per month

L = time to stay in days

Table 1. Hotel Guest's Length of	Stay
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Year	International Tourist from Ngurah Rai Airport	Occupancy Rate	Total Beds	Capacity fulfilled	Total Hotels	Length of Stay
2018	6,025,760	64.72	78,801	51,000	551	3.08
2019	6,239,543	59.58	97,099	57,851	507	3.38
			Average	4,535.45	529	3.23

Then we find a regular guest stay in a month per hotel from days in a month separated by duration of stay (4). The average number of visitors a month can be split by the frequencies, and we have the number of tourists who stay at the same time (5). Table 2 indicates the effect of the estimated number of guests to be served.

$$F_m = 30 \ days/L \tag{4}$$

$$G = G_m / F_m \tag{5}$$

While:

 F_m = frequent guest hotel stay in a month G_m = total guest per hotel per month G = total guest per hotel in the same time

We used integer linear programming to reduce overall costs. The total cost shall be collected from the multiplication of each cost element, such as the total cost of the salary, the total cost of the staff recruited, the total cost of the staff laid off and the total cost of the staff under time (1). Time is a condition in which the number of staff available is higher than the number of staff needed so that the salary is overpaid. The drawback is that the amount of workers available must be greater than and equal to 70% of the overall guest (7). There is a balance limitation for workers available this month with staff available in the previous month, staff hired and staff laid off this month (8). Another balance limitation is that under time workers come from the gap between the staff required and the staff expected, which is 70 per cent of the guest (9). Both decision variables are integer (10).

$$Min \, TC = \sum_{m=1}^{M} C_{S}S_{m} + C_{R} \, SR_{m} + C_{L}SL_{m} + C_{U}SU_{m}$$
(6)

$$G \le \frac{S_m}{-} \tag{7}$$

$$S_m = S_{m-1} + SR_m - SL_m$$
(8)
$$SU = S_m - (0.76)$$
(9)

$$SU_m = S_m - (0.7G) \tag{9}$$

$$S_m, SR_m, SL_m, SU_m \ge 0 \text{ and integer}$$
 (10)

While:

$$\begin{split} S_m &= \text{total staff used per hotel per month} \\ SR_m &= \text{total staff recruited per hotel per month} \\ SL_m &= \text{total staff layoff per hotel per month} \\ SU_m &= \text{total staff under time per hotel per month} \\ C_s &= \text{salary cost per staff per month} \\ C_R &= \text{recruitment cost per staff} \\ C_L &= \text{layoff cost per staff} \\ C_U &= \text{ under time cost per staff} \end{split}$$

According to Keputusan Gubernur Bali 2019, based on details from the Head of the Badung Industry and Manpower Office, the pay of hotel workers in Bali with a 3-year operating cycle is 5 % higher than the Bali UMR[30]. UMP Bali is IDR 2,493,523.00, so the hotel workers pay is IDR 2,618,199.15. Recruitment costs per workers include the applicant workers database, the distribution of work openings records, the administrative collection of job vacancies, recruitment facilities and the selection method. The overall recruiting fee for each hire is IDR 2,292,000.00. For UU Tenaga Kerja UU Severance Pay No. 13 2003 consists of Severance Pay for more than 3 years of service, time of employment, medical and accommodation money, then Severance Pay (4 x 2 x IDR 2,618,199.15) + (2 x IDR 2,618,199.15.) + 15% (10 x IDR 2,618,199.15.) = IDR 30,109,289.65. In the meantime, the time-limited fee comes from the Bali UMP for a month multiplied by the excess amount of the staff, which is IDR 2,618,199.15.

The outcome in Table 3 indicates that the decision factors are open to workers, to hire, to lay off, and to time row. Each month, the management must decide on the number of hotel staff who must be employed to ensure the satisfaction of the guest. Management must reduce the overall cost by changing the minimum capacity, such as training, and by laying off hotel workers, since all such actions entail higher costs. That's why, in a month, hotel workers would be more than needed to accommodate the guest. For example, from January to August 2019 (except for July 2019) the hotel has more staff than it is needed by recruiting and not to lay off the staff. This hotel was struggling to hold 80 hotel employees, even though the guess was that it was fluctuating. But as of February 2020, as the pandemic spreads further and there were many reminders not to fly around the world, the hotel had to make the workers leave the company. This situation deteriorated in March 2020 after the first case of Corona occurred in Bali this month, with the death of a UK tourist with a positive corona. It lets several countries publish their travel warnings to Bali. The hotel must have the other staff laid off.

Year	Month	Total Guest	Total Guest/Hotel	Total Guest/Hotel/Day		
	1	451,078	853	85		
	2	436,266	825	82		
	3	441,707	835	83		
	4	476,104	900	90		
	5	483,928	915	91		
2010	6	549,483	1,039	103		
2019	7	604,310	1,142	114		
	8	602,457	1,139	113		
	9	589,984	1,115	111		
	10	565,966	1,070	106		
	11 492,904		932	93		
	12	544,726	1,030	102		
	1	526,823	996	99		
2020	2	358,254	677	67		
	3	155,851	295	29		

Table 2. Total Hotel Guest to be served

However, this model makes the staff preparation is easier to do and the hotel management will get the best result compared to overall expense. This model is looking for some likelihood of retaining the available workers, adding or reducing the number. All of the mix produces successful preparation that will give effect to further preparation. For example, the manager can determine how to implement the budget either to personnel compensation in financial planning, to upgrade services or to retain expenses each year.

4 Conclusions, implications and significance

For Bali itself, some natural and non-natural disasters have forced the government to focus more on crisis management and disaster risk reduction[27][28][29][30][31]. This pandemic has become one of the challenges that the government needs to address. The situation of pandemic cause the hotel must have plans to experience the difficulties. One of the difficulties is the number of staff that the hotel management must retain while demand is fluctuating. With the optimization process, we will find an optimal number of hotel workers to guarantee hotel guest satisfaction at a minimal rate. The decision recognizes the consistency of the number of employees in order to reduce increased expenses for training and removal of employees, but the implications are added costs for overpaid jobs when they work beyond their abilities.

For future studies, more comprehensive data are required to adjust demand if the variations are

more frequent. It is safer if the cost is more reliable than if the exact data is used. Another factor is that this paradigm is acceptable where the administration is employed by non-permanent workers. It is more difficult for a hotel with permanent staff to implement because the layoff costs are usually very high. The model needs to improve in real conditions and constraints. However, this model can be applied in a broader region, e.g. to quantify how many hotel workers are needed to provide support services in Bali or in other regions, such as the calculation of fast food outlet staff.

	8	113	80	0	0	(1)	0		2.618.199	2.292.000		30.109.290		2.618.199		211.812.311														Min. TC =		5.123.639.942
	7	114	80	1	0	(0)	0		2.618.199	2.292.000		30.109.290		2.618.199		212.271.572	0	e,	29	21	0	26		0	2.618.199	2.292.000		30.109.290		2.618.199		839.656.452
	9	103	6 <i>L</i>	0	0	(1)	0		2.618.199	2.292.000		30.109.290		2.618.199		224.903.307	202	2	67	47	0	33		0	2.618.199	2.292.000		30.109.290		2.618.199		1.116.923.738
19	5	91	6L	0	0	(15)	0		2.618.199	2.292.000		30.109.290		2.618.199		246.896.180		1	66	80	0	0		0	2.618.199	2.292.000		30.109.290		2.618.199		237.470.663
20	4	06	62	0	0	(16)	0		2.618.199	2.292.000		30.109.290		2.618.199		248.728.919		12	102	80	0	0		0	2.618.199	2.292.000		30.109.290		2.618.199		231.972.445
	ŝ	83	62	0	0	(21)	0		2.618.199	2.292.000		30.109.290		2.618.199		261.558.095	19	11	93	80	0	0		0	2.618.199	2.292.000		30.109.290		2.618.199		248.467.099
	2	82	6 <i>L</i>	19	0	(22)	0		2.618.199	2.292.000		30.109.290		2.618.199		306.938.834	20	10	106	80	0	0		0	2.618.199	2.292.000		30.109.290		2.618.199		224.641.487
	1	85	09	09	0	(1)	0		2.618.199	2.292.000		30.109.290		2.618.199		295.921.049		6	111	80	0	0	-	0	2.618.199	2.292.000		30.109.290		2.618.199		215.477.790
Variables		Hotel Guest	Staff available	Staff hired	Staff fired	Staff excess	Work force	balanced	Staff cost/person	Hiring	cost/person	Firing	cost/worker	Undertime	cost/unit/week	Total cost		Variabel/Month	Hotel Guest	Staff available	Staff hired	Staff fired	Staff excess	Work force balanced	Staff cost/person	Hiring	cost/person	Firing	cost/worker	Undertime	cost/unit/week	Total cost

Table 3. Measuring the number of hotel staff

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PROGRAM BOOK AND BOOK OF ABSTRACT

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THE 2ND INTERNATIONAL CONFERENCE ON GLOBAL INNOVATION AND TREND IN ECONOMY 2020

Jobal Business in New Normal Erc Challenges & Opportunities in Pandemic Covid-19

5 NOVEMBER 2020 SWISS GERMAN UNIVERSITY

in conjunction with















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RECTOR PREFACE SWISS GERMAN UNIVERSITY

Swiss German University (SGU) as one of the higher educations in Indonesia sees that human capital is critical in today's volatile and fast-paced business environment. There is no other way except ADAPT! Those who do not adapt will be in a big trouble. The more rapid the changes pace, the more dangerous the impacts of stubbornly taking the old ways and old perspectives. SGU supports thoroughly to the transformation in order to meet the competency needs of Industry 4.0.

Together with Multimedia Nusantara University and Pelita Harapan University, SGU conducts the 2nd International Conference on Global Innovation and Trend in Economy (InCoGITE) 2020 with a special theme, entitled "Global Business Sustainability in New Normal Era: Challenges and Opportunities in Pandemic Covid-19". This great conference also shares the joy and enthusiasm as Swiss German University (SGU) has been established for 20 years this year. SGU commits to striving for quality education. One of the commitments is organizing international conference for scholars, academicians, experts from industry, researcher, and government.

Last September 2020, SGU just organized its annual event, the International Conference on Innovation, Entrepreneurship and Technology – ICONIET to give a platform for researchers, practitioners, government officials to present and discuss their works in which it consisted of ICONETSI that focused on Engineering, Information Technology for fostering the sustainable industry and society and furthermore, the INCOGITE, which is also part of ICONIET, that focused on various scientific disciplines of social science from Finance, Accounting, Investment, Marketing, Tourism, IT & Operation, Communication in Business, Strategic Management, and Human Resource that synergize one another in innovation and economy.

This year, the InCoGITE 2020 is conducted in the midst of pandemic Covid-19 and hence, will be fully virtual using video conferencing. I'd like to take this opportunity to welcome all honourable guests, speakers, presenters and participants, who have come not only from Indonesia, but also from different countries such as Thailand, Jordania, Algeria, India, Malaysia, Singapore, and Switzerland.

I'd like to personally thank the Committee of InCoGITE 2020, including the committee of ICONETSI 2020, who have put their utmost efforts into organizing this event. I wish to express my gratitude to the Ministry of Research, Technology and BRIN and also PT. Telekomunikasi Indonesia International (TELIN) for their continuous support to our research. I would also like to thank SGU's University partners, the South Westphalia University of Applied Sciences and the University of Applied Sciences Jena in Germany, as well as the International Management Institute (IMI) in Switzerland.

We do hope that the conference will be beneficial and mind-opening for all participating parties. Let us use this event to exchange ideas and extend our networking virtually to give our contribution to the achievement of empowering globally.

Respectfully yours,

Dr.rer.-nat. Filiana Santoso Rector of Swiss German University (SGU)







RECTOR PREFACE UNIVERSITAS MULTIMEDIA NUSANTARA

Dear honorable participants,

Perhaps in our less than normal situation, allow me to welcome you all in this timely-held the 2nd International Conference on Global Innovation and Trend in Economy (INCOGITE) hosted by Swiss German University, Universitas Multimedia Nusantara, and Pelita Harapan University and co hosted by IPMI International Business School. This year, INCOGITE will present a theme, entitled "Global

Business Sustainability in New Normal Era: Challenges & Opportunities in Pandemic Covid-19".

In the old normal, the Conference's theme sounds standard, which is about "innovation and sustainability in the digital age". But in the new normal, it gets a stronger meaning. It echos the slogan "Innovate or Die". For sure, businesses have to be innovative and sustainable in the pandemic digital age, and still true beyond it.

While we are very sad to see that many businesses could not stand the effect of the Covid-19 pandemics, and were forced to lay off many of their employees, we also see some businesses are blossoming and growing. These include those in the fields of telecommunications, pharmacies and medical support equipments, and not least e- commerce. Online education, need of medicines and vitamins, and many other daily items spurs the selected lucky businesses.

Need in greater amount of masks, antivirus gears also promote many innovations and businesses. Implementation of health protocols that restricts people's mobility has made e-commerce grow exponentially. So, it's clear that the pandemics, despite its devastating effects, has opened greater opportunities to digital businesses.

In this perspective, I believe the participants are given a lot of lessons learned from the pandemics, and to dig deeper into the opportunities of innovation. I trust you that quarantine time has given you more time to explore new insights for making new initiatives based on innovation and digital technologies.

Finally, enjoy the Conference, and stay safe and well.

Dr. Ninok Leksono MA

Rector of Universitas Multimedia Nusantara







RECTOR PREFACE UNIVERSITAS PELITA HARAPAN

The Covid-19 pandemic is still raging at the end of October 2020, with the US leading with the number of total cases of over 9 million, followed by India with over 8 million, and Brazil with over 5 million cases. The needs for multidimensional solutions amidst the pandemic are deeply felt, including solutions in health care, economics, business, and education.

The 2nd International Conference on Global Innovation and Trends in Economy (InCoGITE) takes place on November 5, 2020, as many European countries go into a second lockdown bracing for surging positive infection cases during winter. Appropriately, we chose the theme: "Global Business in New Normal Era: Challenges and Opportunities in Pandemic Covid-19" for the conference this year. We are grateful that more than 100 papers have been submitted to InCoGITE 2020, and around 80 papers are accepted to be presented in the online conference. We are thankful that the 2nd InCoGITE 2020, organized by Swiss German University (SGU), Universitas Multimedia Nusantara (UMN), and Universitas Pelita Harapan (UPH), remains to be an event to discuss many innovation and trends, that could be useful for invigorating the economy during the pandemic and in the post-pandemic future.

With this, we welcome all authors and presenters to InCoGITE 2020 and wish you all many fruitful discussions and potential collaborations.

Dr. (Hon.) Jonathan L. Parapak, M.Eng.Sc.

Rector - Universitas Pelita Harapan







DIRECTOR OF ARCS PREFACE SWISS GERMAN UNIVERSITY

First of all, on behalf of the Directorate of Research and Community Service of Swiss German University (SGU), I'd like to welcome all speakers and participants to our third International Conference on Innovation, Entrepreneurships and Technology (ICONIET) 2020. This year the ICONIET event is held in conjunction with the 20th Anniversary of the Swiss German University (SGU). These two events show that SGU is reaching its maturity as a University that will consistently contribute to the advancement of science and

technology through education, research and community service as the three pillars of Higher Education in Indonesia. The ICONIET 2020 is strong evidence of SGU continuing its involvement in the scientific community by facilitating the dissemination of research through a conference with a high standard of publication. This year's event has become even more special taking into consideration the challenges faced by all of us due to the worldwide outbreak of the Covid-19 disease.

The ICONIET 2020 is the umbrella of two other conferences that will be held separately, ICONETSI (The International Conference on Engineering and Information Technology for Sustainable Industry) and INCOGITE (International Conference on Global Innovation and Trend in Economy). The two conferences will be held on September 28th and 29th 2020 and November 5th 2020, respectively. The separation of ICONIET into different conferences with more specialized areas is an effort of SGU in strengthening its position in promoting good scientific tradition. In the near future, we are planning to have more conferences in other disciplines representing different research centres within the SGU Directorate of Research and Community Service.

I also like to take this opportunity to thank all committee members, staffs and lecturers, SGU management and the Board of Patronage for their support so that this year the ICONIET event is a successful one.

I wish you all an enjoyable and fruitful conference.

Warmest Regards,

Kholis A. Audah, Ph.D Director of Research and Community Service Swiss German University







DIRECTOR OF RESEARCH AND COMMUNITY OUTREACH PREFACE UNIVERSITAS MULTIMEDIA NUSANTARA

International Conference on Global Innovation and Trends in Economy (INCOGITE) for the second time is held in November 5, 2020. The theme is Global Business in New Normal Era: Challenges & Opportunities in Pandemic COVID-19.

Since the pandemic of Covid-19, many aspects of our life had changed. We now have a new normal in our life, whether it is in economic, in working, in our social life, etc. The New Normal Era should introduce

to us challenges, and also opportunities. The challenges can be found anywhere in all of our aspects of lives. But opportunities will need effort to find them. Especially in this new era, every one would need to seek the power of information and communication technology (ICT) to lead their business. Even the small and medium enterprises will need the help of ICT to do their business. When the physical interaction is limited because of physical distancing, then online transactions will replace the direct transactions.

We are the Steering Committee of INCOGITE 2020 start working for the preparation on this event since 2019. We realized that many changes had been happened in this year. It was due to the Pandemic of Covid-19. And the pandemic boost the Digital Transformation, so that there will be many Disruptive Technologies arise. This is including the widespread of the Financial Technology.

All of the changes, demand for the innovations in every organization. These innovations not only needed in local setting, but also in global setting. Where there is no innovation in an organization, there will be the end of the organization. No matter the organization is from local or global situations.

And in the fast changing environment, every second could lead to a new trend. We are racing with the trends. If we are not racing with the trends, then we will be left behind, meaning we lose our context of our present. Maybe we become out-of-date in the middle of the date. That's why we need to drive the waves of new trends.

We would like to thanks to the Organizing Committee who had been worked hard since last year. And also many thanks to the keynote speakers, and to all of the authors who had tried their best in preparing their papers.

We hope that this event would long lasting to the future years.

Dr. Ir. P.M. Winarno, M.Kom. Director of Research and Community Outreach Universitas Multimedia Nusantara







CHAIR OF CENTER FOR RESEARCH AND COMMUNITY DEVELOPMENT PREFACE UNIVERSITAS PELITA HARAPAN

The Covid-19 pandemic has claimed more than 1.2 million lives as we approach the end of 2020. The complexity of deciding between policies that emphasize public health or economic activities have haunted many governments and nations. Many businesses, industries, and education processes are being forced to accept the new normal. Thus, the theme of the 2nd International Conference on Global Innovation and Trends in Economy (InCoGITE) cannot be

more fitting: "Global Business in New Normal Era: Challenges and Opportunities in Pandemic Covid-19."

A crisis often opens possibilities for unprecedented growth and innovations. "Never let a good crisis go to waste," said Churchill. A pandemic gives us no choice than to innovate and look for solutions beyond our usual horizon. We are hopeful that the 2nd InCoGITE 2020 would trigger many fruitful discussions and exchanges from academics, experts, and researchers for innovative solutions in the post-pandemic world.

Some businesses and industries may suffer an uncompromising blow during the pandemic. In their stead, new ways of doing businesses and new industries may come alive. We pray that the conference may contribute to the process.

Dr.-Ing. Ihan Martoyo S.T., M.Sc., M.T.S Chair Center for Research and Community Development Universitas Pelita Harapan







CHAIR OF ICONIET 2020 PREFACE SWISS GERMAN UNIVERSITY

Dear respected authors, presenters and participants,

It is our pleasure to welcome you to the International Conference on Innovation, Entrepreneurship, and Technology (ICONIET) 2020, in Tangerang, Indonesia. Congratulate and thank you on your contribution to ICONIET 2020. This year's ICONIET is the 3rd ICONIET that has been organized. The first one was held in 2015 with the theme related to ASEAN Economic Community while the

second one was held in 2018 with the theme of "Achieving Sustainable Development Goals through Innovation, Entrepreneurship and Technology". This year's ICONIET is special for Swiss German University (SGU) due to it is in line with SGU 20 years anniversary. This year theme is "Transforming digitally, empowering globally". ICONIET is an international conference held by SGU in collaboration with institutions, professional associations, industries and partner universities. Due to the pandemic of Covid-19, this year's ICONIET is organized virtually.

In the current year program, ICONIET consists of two different conferences which are 2nd International Conference on Global Innovation and Trends in Economy (INCOGITE) and 1st International Conference on Engineering and Information Technology for Sustainable Industry (ICONETSI).

INCOGITE is held on 5 November 2020 and has taken the theme of "Global Business in New Normal era: Challenges & Opportunities in Pandemic COVID-19". ICONETSI was held on 28-29 September 2020 with the theme of "Empowering Digital Transformation for Global Sustainability". INCOGITE topics are more to the field of business, tourism, finance and other social science field, while ICONETSI is more to the field of engineering, information technology, and sustainable energy and environment.

The conference aims to bring academic scientists, engineers, industry researchers together to exchange and share virtually their experiences and research results about most aspects of engineering, science and social research, and discuss the practical challenges encountered and the solutions adopted. I would also like to gratefully acknowledge the significant contributions made by the co-sponsoring organizations to conduct this conference. I hope this conference will motivate all of us to make a positive impact and to achieve a better and more sustainable future as we dedicate ourselves in creating innovation, entrepreneurship and technology.

Finally, I wish you a wonderful and fruitful time at the conference.

Best regards,

Dr. Maulahikmah Galinium, S.Kom, M.Sc Chairman of ICONIET 2020 Organizing Committee







CONFERENCE CHAIR OF INCOGITE 2020 PREFACE SWISS GERMAN UNIVERSITY

It is my pleasure to welcome all respected authors, presenters and participants to the 2nd International Conference on Global Innovation and Trend in Economy (INCOGITE) hosted by Swiss German University, Multimedia Nusantara University, and Pelita Harapan University and co hosted by IPMI International Bussiness School. This year, INCOGITE will present a theme, entitled "Global Business Sustainability in New Normal Era: Challenges & Opportunities in Pandemic Covid-19". INCOGITE 2020 accommodates various scientific disciplines of social sciences from Finance, Accounting, Investment, Marketing, Tourism, IT & Operation,

Communication in Business, Strategic Management, and Human Resource that synergize one another in innovation and economy.

2nd INCOGITE is held in conjunction with ICONIET 2020, which is this year special for Swiss German University (SGU) as it is in line with SGU's 20-year anniversary. This year's theme is "Transforming digitally, empowering globally".

In addition to the contributed papers, internationally well-known experts are also invited to deliver keynote and plenary speeches at INCOGITE 2020. We are honored to have the distinguished keynote speakers: Prof. Bambang PS Brodjonegoro, Ph.D, Minister of Research and Technology – Head of BRIN, and also Dr Sukardi Silalahi, President Director PT TELIN. We also invite prominent speakers representing each disciplines of this conference which are Prof Theodore Benetantos from IMI International Management Institute Switzerland, Prof Ang Peng Hwa from Nanyang Technological University Singapore, Prof Dr Nunuy Nur Afiah, MS, Ak from Padjajaran University, Viverita PhD from University of Indonesia, Dr Komang Aryasa, ST, M Eng – Head of Big Data, IoT & Research PT Telkom Indonesia and Mr Ginto Hutagalung from Hotel Human Resources Managers Association (HHRMA).

In this 2nd INCOGITE 2020, We received 104 papers submission from Thailand, Jordania, Algeria, India, Malaysia, Swiss, Singapore and Indonesia, each submission is double blind review by experts in each disciplines including international reviewers from several countries. We also conduct plagiarism check to ensure the quality of all accepted papers, and finally we decided to accept 81 papers to be presented in this conference.

All accepted and presented full papers at INCOGITE 2020 are submitted for publication in the AJRI International Conference Proceeding Series (ISSN; 2686-0384, p-ISSN; 2685-9106) published by Asosiasi Dosen Indonesia (ADI) and selected papers will be published in several International reputable Scopus indexed journal and also several National reputable Sinta indexed journal.

I would like to express my highest appreciation to all committees, moderators, volunteers which without their contribution, of course, this conference would not have gone well. Last but not the least, I would also like to thank the sponsors who have supported this conference, including IMI Switzerland, PT Telkom Indonesia and PT Cigna Insurance. Hopefully this INCOGITE conference can make a positive contribution to academic development and research in Indonesia. Thank you

Warm Regards,

Dr. Antonius Siahaan, SE, Ak, MM, CA INCOGITE 2020 CHAIRMAN





KEYNOTE SPEAKER

Prof. Bambang Permadi Soemantri Brodjonegoro, Ph.D

Minister of Research and Technology - The National Research and Innovation Agency of the Republic of Indonesia



Prof. Bambang Permadi Soemantri Brodjonegoro, Ph.D is the Minister of Research and Technology and Head of the National Research and Innovation Agency of the Republic of Indonesia. Previously, he was the Minister of National Development Planning of the Republic of Indonesia from 2016 to 2019 and also the Minister of Finance from 2014 until 2016. He has also worked in various roles in the Ministry of Finance. The opportunities to contribute as the Minister of Research and Technology, Minister of National Development Planning, and Minister of Finance have established Prof. Brodjonegoro's career in integrating Indonesia's research, technology, innovation, development planning, financing,

and economic stabilization. Prof. Brodjonegoro earned his Ph.D in Urban and Regional Planning from the University of Illinois at Urbana–Champaign, United States in 1997. Afterward, he started his academic career as a lecturer in Universitas Indonesia and became Dean of the faculty of economics, Universitas Indonesia from 2005 to 2009. His research mostly focuses on Economics. He has also been actively involved in various local and international organizations and Indonesian companies, including being the director-general of the Islamic Research and Training Institute (IRTI), Islamic Development Bank Group, Jeddah, The Kingdom of Saudi Arabia in 2010. He was also awarded several honor and awards, including Bintang Maha Putra Utama from President of Indonesia and Bintang Bhayangkara Utama from the Indonesian National Police.





KEYNOTE SPEAKER

Dr. Ir. Sukardi Silalahi, MBA Chief Executive Officer of PT. Telekomunikasi Indonesia Internasional

Telin in Managing Business in the New Normal Towards Digital Transformation



Abstract

The Covid-19 pandemic forced some countries applied the lockdowns and created global recession of 2020. COVID-19 Crisis has revised the Indonesia's GDP growth plan from 5.3% to -0.7% (Bloomberg, 2020) due to the recent consumer behaviours. The COVID-19 pandemic have also created a highly uncertain outlook for the labour market and drive the digital acceleration. Thus, both big and small businesses are forced to change their behaviour to survive this situation.

Telin implemented 7 strategic guidance to compete in digital

transformation. First, define the purpose of Telin that is to be beneficial for Indonesia and the world as Telkom Global Business arm and maximizing stakeholders' value via unlocking international opportunities & delivering best customer experience. The second is, transforming into market driven company, digital connectivity and digital platform represent significant growth; Telco Wholesale can reshape product portfolios to digital enablement and ramp up several monetization strategies. Next, strengthening Telin's capabilities in various fields, such as infrastructure, product, service, global office, and global talent. The forth is, providing Best-in-Class Digital Connectivity, followed by transforming towards Global Digital Hub through Digital Service, Digital Platform, and Digital Connectivity. Then, improving business and technology competency also changing mindset and personal behaviour to reach Digital Capability Readiness.

All aspects demanded to work together in sync to deliver the best results for the Company and to ensure the customer experience is maintained properly.

Short Biography

Dr. Sukardi graduated from Institute Technologi Bandung holding bachelor of Civil Engineering on 1989. He took Master Business Administration Program degree on 2016 at Universitas Gadjah Mada, Jakarta. His careers at PT. Telekomunikasi Indonesia as Director Consumer and having an appreciations as Tanda Kehormatan Satyalancana Pembangunan from President of the Republic of Indonesia. On 2017, he is appointed as President Commisioner at PT. Sigma Cipta Caraka (Telkom Sigma). Within 2018, Mr. Sukardi had a position as Presiden Commisoner at PT. Infrastruktur Telekomunikasi Indonesia (Telkom Infra). He awarded as Excellence in Customer Experience for Online in Telecommunications Services from Frost & Sullivan. On 2019, He continues study Doctor of Management at Science Doctoral Program From Universitas Padjajaran, Bandung. Mr. Sukardi also as Lecturer International Marketing Management at Swiss German University.





Prof. Theodore Benetatos CEO & Academic Dean of International Management Institute IMI, Switzerland



Short Biography

Prof. Theodore graduated from Tecnological Institute of Schoole in Patras/Greece and holding Bachelor of Science (Hons) Tourism Business Administration in 1994. On 1996, He continue studied at The University, of Birmingham-UK Center for Urban and Regional Studies hoding Master in Social Science in Tourism Policy, Planning and Management. In 1997, Prof. Theodore took Master in Business Administration – Marketing Major at ALBA – Athens Laboratory of Business Administration Greece AMBA Accredited MBA.

Mr. Theodore took his Doctoral Degree Phd. With Research Topic: The Social Dimension of Sustainable Tourism Planning and Development in Insular Environment at Panteon University of Social and Political Science – Athens/Greece School of Sociology, Sector of Neo Hellenic Society. He worked experience previous in Industry as Assistant Marketing Manager until General Manager in 2002 – 2005. On Education experiences, Mr. Benetatos as visiting Lecture in Strategic Management at KDU University College, Malaysia, Kuala Lumpur & Penang Campus on 2009. Afterwards, He also appointed as MBA Program Leadr at International Hotel Management Institute, Switzerland in 2009 – 2011. On 2011 until present he hold the Postgraduate Programs Leader at International Hotel Management Institute Switzerland.





Prof. Ang Peng Hwa

Wee Kim Wee School of Communication and Information, Nanyang Technological University, Singapore



Abstract

Until the pandemic came along, marketing communication was on the ascendant. Public relations was on the wane, especially as communication was going digital. When the pandemic struck, however, CEOs suddenly knew that they needed internal communication to inform the staff, update them about developments, and hold the morale. Externally, companies needed to market themselves without doing hard selling because that was not the right message. Also, the move to digital accelerated, which meant that traditional media were even more neglected. Instead, media. influencers, e-commerce and social other digital communication were being used more.

The move means that communication is no longer just about marketing but brand building. The CMO (chief marketing officer) is now likely to be the CMCO (chief marketing and communication officer) will be more likely to come from the communication department but also oversee marketing.

Short Biography

Ang Peng Hwa is Professor at the Wee Kim Wee School of Communication and Information, Nanyang Technological University, Singapore. He is of the International Communication Association since June 2016. His research interests lie in media law and policy and he has consulted on the subject for the governments of Singapore, Thailand and Bhutan.

He is the author of Ordering Chaos: Regulating the Internet (Thomson, 2005), which argues that the internet can be, is being and should be regulated. He was a member of 40-strong Working Group on Internet Governance that was appointed by then UN Secretary-General Kofi Annan to prepare a report for the 2005 World Summit on the Information Society. Most recently, he spent a year on sabbatical in Ahmedabad, India, to help start the doctoral-equivalent programme at the Mudra Institute of Communication, Ahmedabad

A lawyer by training, he worked as a journalist before going on to pursue a Master's in communication management at the University of Southern California and a Ph.D. in the mass media at Michigan State University.

In 2000, he was awarded a Fulbright fellowship at Harvard University; in 2001, he was a visiting scholar at Oxford University. Ang recently stepped down as chairman of the regional non-profit media organisation Asian Media Information and Communication Centre (AMIC) and is one of the two vice-presidents of the Consumers' Association of Singapore (CASE), and legal advisor to the Advertising Standards Authority of Singapore (ASAS).





Prof. Dr. Nunuy Nur Afiah, S.E., M.Si, Ak, CA Center for Accounting Studies of Universitas Padjadjaran

Accounting and Sustainability



Abstract

The major challenge of the twenty-first century is the long-term viability of modern civilization. Does society have a capacity to endure? In the era of globalization, the negative consequences of business are getting stronger (Levy & Kaplan, 2008). The wider reach of businesses had causes transnational problems in social and environmental dimensions, such as: social pressure, uneven development, global warming, environmental problems, corruption, poverty, human rights violations, and cooperation with repressive regimes (Scherer & Palazzo, 2008). However, In the last 40 years, there has been a growing awareness of the impact of economic

growth and globalization on the environment (Hector, Christensen, Petrie, 2014). In 1987, World Commission on Environment and Development (WCED) introduced the word Sustainable Development, which defined as the development that meets the needs of the present without compromising the ability of future generations to meet their own needs. In 2016, The United Nation set Sustainable Development Goals (SDGs) which are consisting of 17 global goals to be achieved in 2030. The actors of SDGs are multi-actors and stakeholders, including individual people, civil society, business, universities, governments, NGOs, institutions, and organizations. In the case of business, it needs to transform in order to adapt, compete, and survive in rapidly evolving world. Business needs to contribute to SDGs by taking into account wider and longer-term consequences of decisions and also environmental and social dimension in every decision making, process, and activities of the business. Accounting for sustainability involving linking sustainability initiatives to company strategy, evaluating risks and opportunities, and providing measurement, accounting and performance management skills to ensure that sustainability is embedded into the day-to-day operations of the company (AICPA).

Short Biography

Nunuy Nur Afiah is a Professor and The Head of Center for Accounting Studies, Economics and Business Faculty, Universitas Padjadjaran. She completed her Bachelor of Accounting (1985), Master of Accounting (1995), and Doctoral in Accounting (2004) from Universitas Padjadjaran. She has served "tri dharma perguruan tinggi" or "three function and roles of university educator" consisting of: Education and Teaching, Research and development, and Community service since 1985. She is very active as an educator, speaker, trainer, and consultant for universities, public sector, and private sector throughout Indonesia. She is a council member of National Council Board, Institute of Indonesia Chartered Accountants (IAI) and Institute of Accreditation for Economics, Management, Business, and Accounting Programs.





Viverita, Ph.D University of Indonesia

Financial Inclusion, Banking Stability and Digital Technology Development in ASEAN



Abstract

The purpose of this study is to examine the effect of financial inclusion, supported by digital technology development on income inequality, poverty, and banking stability in ASEAN's emerging countries. This study employs the Generalized Method of Moment (GMM) and Generalized Least Square (GLS) methodology, using annual data for a 10-year period from 2007 to 2016. The empirical results support the argument. First, the digital technology development (usage of the mobile phone) can improve financial inclusion because technology makes it easier to access financial services to people who are difficult to reach.

Second, financial inclusion decreases income inequality, but it has no significant effect on reducing poverty. This finding indicates that formal financial services seem to be unable to reach the poor. Finally, the empirical results show that the increasing use of banking services through financial inclusion contributes positively to banking stability. Results of this study could encourage the presence of better policies to reform the financial sector by showing that the expansion in the use of financial services has a direct impact on financial/economic distribution. However, this study has several limitations related to limited data that can cause a small sample bias. It would be better if the future study to include more countries and observation period for generalization. The paper provides implication for the banking regulator that the usage of banking and formal financial services still dominated by middle- and high-income society. Furthermore, the synergies between promoting financial inclusion and financial stability can also exist if using the right tools. This paper provides a comprehensive analysis of the effect of using financial technology in enhancing financial inclusion, financial stability, as well as the role of financial inclusion on income equality and poverty alleviation in emerging ASEAN context. The paper also examines the effect of digital technology development in enhancing financial inclusion.

Short Biography

A PhD holder and Associate Professor in Finance and Banking with over 20-year experience. An Associate Professor at the Department of Management, Faculty of Economics and Business, Universitas Indonesia. Has qualifications as Registered Certified Financial Planner (CFP®), Diploma in Financial Planning, Qualified Wealth Management (QWP[™]), and Qualified Financial Educator (QFE) from the Financial Planning Standards Board (FPSB) Indonesia. Viverita holds a Ph.D Degree in Accounting and Finance from Monash University Australia in 2005. She has also awarded as Senior Research Fellow at Bank Indonesia in 2008; Endeavour Research Fellow from the Department of Education, Employment and Workplace Relations Australia February-July 2010 at Department of Finance, School of Business, Bond University, Australia; and as Research Fellow at Department of Banking and Finance, Monash Business School, on July 2016. She has been published and a reviewer of many reputable academic journals internationally and nationally. She also a consultant for several Indonesian government institutions.





Dr. KOMANG BUDI ARYASA, ST, M.Eng Head of Big Data, IoT & Research - PT Telekomunikasi Indonesia, Tbk

Restoring the Organization Growth: "During & Post Pandemic through Digital Transformation"



Abstract

Leaders in organization anticipate economic downturn 2021 because of Covid-19. This pandemic has also changed the way consumers spend their money. Many companies discontinued their operations in Q1 2020 and over half of them were in the market for more than 3 years. On the other hand, some companies have experienced very significant growth due to this pandemic situation and some of them have even found new business that different with their existing portfolio. Lesson learnt from companies that survived and growth, they transformed their business to become more digital.

For example in entertainment industry, they develop digital channel to enable customers watching movie online. In financial industry, the growth of mobile banking reach 70% and traditional channel decrease 10%-20%. This situation also happen in healthcare industry where people able to do online consultation. Organisation is focusing on digital. There are three ways to restore the growth in the coming year 2021, accelerate smoothly, nurture people and rebuild better. Companies still focus on their existing business and try to become fast followers. Training and retaining are the main concern on human capital. Digital is the enabler of the company growth. The are looking for the new ways to innovate to be ready to build the future.

Short Biography

Dr. Komang Budi Aryasa, ST, M.Eng graduated from STT Telkom Bandung, Indonesia as Bachelor of Telecomm Eng in 1995. He continued his study took Mater of Engineering, RMIT University, Melbourne, Australia on 1997. His career path, he worked at PT. TELKOM as Associate Vice President, Jakarta on 2013-2014. Afterwards continues study, he took Mini MBA INSEAD Abu Dhabi & Fontainebleau, France on 2014. Mr. Komang also has a career position at TELKOM as Big Data Project Director in 2014-2015 and Head of Big Data IoT and Research on 2015 until present time. He took Doctor in Strategic Management at Universitas Indonesia on 2018. He is also member of Task Force Team of Indonesia Artificial Intelligence Strategy and hold a position as Board of Advisor of Data Science Indonesia (DSI). Mr Komang also a member of ABDI (Asosiasi Big Data Indonesia).





Ginto Hutagalung HHRMA Banten

Hotel Human Resources: Challenges & Opportunities in Pandemic Covid-19



Abstract

Dealing with a new situation such Pandemic Covid-19, needs ability to adapt quickly. There are two big challenges in Human Resources in this situation; to manage payroll and to change employee's habit.

HR in Hotel industry manages payroll around 15% - 20% from hotel's revenue. It's very huge amount and of course significantly affecting the hotel's profit. We can do several things to reduce the payroll.

1. Create a new Organization Chart that suit to current business situation. Normally, there are 4 (three) types of employees in Hotels. Permanent Employee, Contracted Employee, Outsourced Employee and Daily Worker.

We have to let go our outsourced employee and daily worker because of very slow business. We need to re-arrange the job desk of our permanent and contracted employees. E.g. we train sales team to be security guards, etc.

2.Re-negotiate all contract with vendors (e.g.: Catering, Private Insurance). We usually change the catering every 3 months, but we can negotiate the agreement up to 1 year with lower price. We can do also the same thing to other vendors. If we can't get lower price, we have to find another vendors.

HR also takes a big role to lead the change of employee's habit. We are people of habits. It is very challenging to change the habit that we often did and change it with a new habit, especially about hygiene and sanitize. We can't just give "advisory", but we have to provide all the tools regarding this new habits. Thermo Scan before entering hotel and before leaving hotel, hand sanitizers are available in every area, provide proper mask, provide disinfectant spray in every workplace, re-arrange the working desk (1.5 meters from each other) and other things to prevent the spread of covid-19.

If we adapt quickly, I believe we can survive. We will see our employees able to work more effective and they can do more than 1 job. During their movement to another department, they will have a new perspective about what is actually another department do and it is very good to the team work.

Short Biography

Mr. Ginto graduated from President University majoring Bachelor of Science in Economic Hotel and Tourism Management. He started his career as HR & Training Assistant at Alila Hotel Jakarta with several task and assessment. His carreer as HR Manager since joined Hotel Grand Zuri Jababeka on 2012. After, He started to build career as HR Coordinator (Head) at Favehotel Kelapa Gading as Pre-opening team on 2013. Afterwards, Mr. Ginto joined D'Primahotel – Polo Group as Corporate Human Resources Manager with task recruitment, staff mapping and training on 2014. Recent career, He joining Novotel Tangerang as Talent & Culture (HR) Manager on 2015 until present time. Meanwhile, he also appointing as Hotel Human Resources Manager Association – Banten Chapter as Chairman since 2016 until present.





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Conference Schedule

Thursday, 5 November 2020								
Time	Location	Activities						
07.30 - 08.00		Zoom Preparation						
08.00 - 08.30		Sign in process						
	c.	Opening						
08:30 - 08:35		Opening by MC						
08:35 - 08:40		National Anthem: Indonesia Raya						
08:40 - 08:43		Praying						
08:43 - 08:46		Report ICONET 2020: Dr. Maulahikmah						
08:46 - 08:50	Zoom Meeting Room 1	Report INCOGITE 2020 Chairman: Dr. Antonius Siahaan						
08:50 - 08:55		Welcoming Address by the SGU Rector: Dr.rer.nat Filiana Santoso						
08:55 - 09:20		Keynote Speech: Dr. Sukardi Silalahi						
09:20 - 09:25		Introduction to break and next parallel session						
09:25 - 09:55	Zoom Meeting Room 1 (Breakout Room)	Press Conference						
	Pa	arallel Session 1						
09:25 - 10:00	Zoom Meeting Room 1 - 7	INVITED SPEAKER 1 - 6						
10:00 - 12:00	Zoom Meeting Room 1 - 7	55 Presentations in 7 meeting rooms						
12.00 12.00		LUNCH BREAK						
12:00 - 13:00		Preparation for Parallel Session 2						
	Pa	arallel Session 2						
13:00 - 14:00	Zoom Meeting Room 1 - 7	18 Presentations in 7 meeting rooms						
14:00 - 14:05		Introduction to Keynote Session						
14:05 - 14:35	Zoom Meeting Room 1 (Main Room)	Keynote Speaker: Prof. Bambang PS Brodjonegoro, PhD [Minister of Research and Technology – BRIN, Indonesia]						
14:35 - 15:05	Zoom Meeting Room 1 (Breakout Room)	Dialog Prof. Bambang & 3 Universities Rector						
	Pa	arallel Session 3						
14:35 - 15:05	Zoom Meeting Room 1 - 7	8 Presentations in 7 meeting rooms						
15:05 - 15:15		BREAK						
15:15 - 15:30		Sponsorship Presentation						
15:30 - 16:00	Zoom Meeting Room 1 (Main Room)	Announcement for Best paper, Best presenter, and Doorprizes						
16:00 - 16:20		Closing Remarks VR1 Academic & Rector UMN						





Parallel Session 1												
				INCOGITE 1								
			-	Invited Speaker : Prof. Nun	uy Nur Afiah							
09:25 - 10:00			F	Professor at FEB Universitas Padjajaran	& IAI Council Member							
				Accounting, Investment &	Finance							
		MODERATOR : Dr. Ir. Yosma	n Bustaman (SGU), Dr. Florentina (UMN)								
10:00 - 10:15			AIF - 9	Aang Kunaifi, Ninditya Nareswari and Byz Risyad	Leverage and Executive Pay-Performance of the Indonesian Family Firms							
10:15 - 10:30	Zoom Meeting Room 1		AIF - 11	Veren Hermawan and Indra Pratama	The Analysis and Implementation of Psaj 71 (Ifrs 9): Financial Instruments at PT. X For the Year 2019							
10:30 - 10:45								AIF - 12	Darol Arkum, Shulby Yozar Ariadhy, Bambang Ari Satria and Yudi Septiawan	Polarization Conflicts and Stakeholders Interests in Tin Mining Industry Policies in Bangka Belitung Island Province, Indonesia between 2000 And 2019		
10:45 - 11:00		Accounting, Investment & Finance	AIF - 17	Bahtiar Effendi	The Effect of Environmental Accounting on the Increase of Firm Value							
11:00 - 11:15			AIF - 1	Kalwen Liu	Outward foreign direct investment from China to ASEAN							
11:15 - 11:30			AIF - 22	Agung Joni Saputra and Ibnu Harris	Analysis of the Development Cashless Transaction on the Need for Money Paper Based							
11:30 - 11:45			AIF - 27	Tungky Arlwibowo and Antonius Siahaan	Bank Perspective Of Solar PV Power (Pits) Project Bankability In Indonesia							
11:45 - 12:00			AIF - 29	Imelda Suardi	E-Government, Governance and Corruption							
12:00 - 13:00			LUNCH BREAK									
				Preparation for Next parall	el Session							
		MODERATOR: Dr. Arif Riway	radi (UMN), Di	r. Antonius Heru (UPH)								
13:00 - 13:15			AIF - 34	Hansel Winardi and Yosman Bustaman	The Effect of Working Capital Financing To the Corporate Performance and the Impact of Financial Constraints in Indonesia Manufacturing Industry							
13.15 - 13.30	Zoom Meeting Room 1	Accounting, Investment	AIF - 35	Christina and Bornok Situmorang	Analysis of Activity Based Costing System Method as the Basis Determination of Hospital Services Rates							
13.30 - 13.45		& Finance	AIF - 36	Ahmad Hidayat, Antonius Siahaan and Yosman Bustaman	The Effect of Government Ownership on Financial Performance of Listed Telecommunication Company in Us and Asia Region							
13.45 - 14.00	n Y		AIF - 40	Neneng Djuaeriah and Bella Joy Winarta	The Effect of Capital Structure on Firms' Profitability: A Case Study of Indonesian Firms							
14:00 - 14:05	Zoom Meeting Room 1			Intro	duction to Keynote Session							
14:05 - 14:35	(Main Room)	KEYNOTE SPEAKER SESSION		Prof. Ba [Minister of Rese	imbang PS Brodjonegoro, PhD arch and Technology – BRIN, Indonesia]							
14.35 - 14.50	Zoom Meeting Boom 1	Accounting, Investment	AIF - 13	Puti Sinansari and Aang Kunaifi	The Impact of Divident for Social Startup Companies							
14.50 - 15.05	Even meeting room (& Finance	AIF - 16	Shailendra Kumar Gupta	Research Report on Financial Performance of MUDRA Yojna for the time period of 2015-2019.							





Parallel Session 1	24	a								
			1.	INCOGITE 3	adara Panatataa					
09:25 - 10:00				Dean of IMI Switzer	and					
				MARKETING & TOU	RISM					
		MODERATOR : Dr. Diena Le	mmy (UPH), D	Dr. Ringkar Situmorang (UMN)						
			[
10:00 - 10:15			MAT • 4	Deborah Naomi Tampoli, Florentina Kurniasari and Johny Natu Prihanto	The Influence of Smart Tourism Technology (STT) on Intention to Visit in Talaud Island Regency					
10:15 - 10:30			MAT -14	Anastasia Karin and Felia Srinaga	Relocating and Resizing Strategy for Shop House Area to Build Resiliency in Dealing with New Normal					
10:30 - 1 <mark>0:4</mark> 5	Zoom Meeting Room 2	MARKETING & TOURISM	MAT - 23	Alwan Raihan Rabbani and Soebowo Musa	Relationship of Trust and Technology Features Towards Technology Acceptance Model in the Case of Vending Machine-AlwanR					
10:45 - 11:00			MAT - 28	Radito Putra, Mira Maulida and Moch Riyadh Rizki Adam	The moderating role of Data Privacy and Protection Security on Service Quality, Brand Equity, and Tariff towards Firm Performance					
11:00 - 11:15			MAT - 30	Addin Maulana	Mapping the Potential of the Domestic Tourist Market in Indonesia					
11:15 - 11:30			MAT - 31	Nila Krisnawati Hidayat and Rizka Syahira	Analysis of Consumer Awareness towards Consumption Intention Mediated by Healthy Lifestyle: A Case Study of Artisan Bakery in Jakarta					
11:30 - 11:45			MAT - 47	Alexander Patrick and Munawaroh Zainal	The Effect Of Millennial Leadership Towards The Quality Of Work Environment In Travel And Tourism Industry					
11:45 - 12:00			MAT - 49	Yulita Susanti and Devi Juliani	The Effect of Service Quality On Customer Satisfaction And Trust In Using Tokopedia Services					
12:00 - 13.00		LUNCH BREAK								
				Preparation for Next parall	el Session					
		MODERATOR : Dr. Leonard	Ong (IPMI), D	r. Theodosia (UPH)						
13:00 - 13:15			MAT - 51	Dana Afriza	Beauty Standard for New Normal: What Indonesian Beauty Advertising Tell Us?					
13.15 - 13.30			MAT - 53	Jason Liuden and Rano Abryanto	The Impact Of Food Operational Control Cycle Towards Food Cost Management: A Comparison Study Of 3 Branches Of Korbeq Restaurant By Stevan Meatshop					
13.30 - 13.45	Zoom Meeting Room 2	MARKETING & TOURISM	MAT - 38	Ismayanti Istanto and Ina Djamhur	Value Chain of Gastronomic Tourism in Ubud, Bali					
13.45 - 14.00			MAT - 70	Rocky Nagoya, Innocentius Bernarto and Ferdi Antonio	Factors Affecting University Selection During Pandemic : A Study On Indonesian High School Students					
14:00 - 14:05				Intro	duction to Keynote Session					
14:05 - 14:35	Zoom Meeting Room 1 (Main Room)	KEYNOTE SPEAKER	SESSION	Prof. B	ambang PS Brodjonegoro, PhD earch and Technology - BRIN, Indonesia]					
14.35 - 14.50	Zoom Meeting Room 2	MARKETING &	MAT - 84	Hesty Heryani, Agung Cahyo Legowo and Indra Prapto Nugroho	Strategies for Strengthening the Purun Handicraft Creative Industry in Banjarbaru City, South Kalimantan					
14.50 - 15.05	LOOKE MOUNT PROVIDE	TOURISM	MAT - 98	Engelbert Chandra, Esa Theodore Mbouw	Analyzing The Influence Of Dimensions Of Customer Based Airline Brand Equity Toward Brand Trust. Case Study Of Customer Of Citilink					





Parallel Session 1												
		1			INCOGITE 2							
				Invited Speaker : Vi	iverita, Phd.							
09:25 - 10:00												
				Finance, Accounting 8	& Investment							
		MODERATOR: Dr. Sabrina S	hombing (UPH)	, Dr. Ir. P.M. Winarno (UMN)								
10:00 - 10:15			AIF - 60	Erick Wijanarko and Antonius Siahaan	Analysing the Influence of Company's Dividend Policy and Financial Inclusion to Bank Risk and Performance							
10:15 - 10:30	Zoom Meeting 3 Meeting ID: 865 0257 6680 Password: conference Link: https://us02web.zoom.usi/j 86502578680?yud=K0xQL E1XUnirZE0yaU9XbFRUC HIKdz09		AIF - 65	Alfi Andri and Rozita Amiruddin	The Automation, Management Control System and Firm Performance - A Conceptual Framework							
10:30 - 10:45			AIF - 69	Y. Johny Natu Prihanto	Technology Acceptance Model (Tam) Approach in the Financial Services Platform for MSME Sector							
10:45 - 11:00		Accounting, Finance & Investment	Accounting, Finance &	Accounting, Finance &	Accounting, Finance &	Accounting, Finance &	Accounting, Finance &	Accounting, Finance &	Accounting, Finance &	Accounting, Finance & Investment	AIF - 71	Kumiasari Florentina and Utomo Prio
11:00 - 11:15			AIF - 85	Kris Novian, Intan Awwaliyah and Hadi Paramu	Price Manipulation during The Indonesian Presidential Election of 2019: Does it matter toward return, volatility and liquidity?							
11:15 - 11:30				AIF - 92	Aditya Putra Dewantara, Intan Nurul Awwaliyah and Marmono Singgih	The Effect of Court Ruling On 2019 Presidential Election Toward Stock Price Forming LQ45 Indices						
11:30 - 11:45			AIF - 93	Putu Yani Pratiwi, Ika Yanuarti and Wim Prihanto	The Role of Joint Liability in Lowering The Risk of Farmer and Agriculture Crowdfunding (A case study of one agriculture crowdfunding in Indonesia)							
11:45 - <mark>1</mark> 2:00			AIF - 48	Wulandari Kartika Sari, Fatmah Shabrina and Milla Sepliana Setyowati	Tax Issues on Asset-Backed Securitization In Indonesia							
1200 - 1300				LUNCH BRE	AK							
				Preparation for Next pa	rallel Session							
Parallel Session 2												
		MODERATOR : Dr. Soebowo	Musa (SGU), Dr	r. Innocentius Bernarto (UPH)								
13:00 - 13:15		Accounting, Investment & Finance	AIF - 96	Samuel Noah, Margaretha Tiur Pasuria Lingga	The Effect of Behavioral Factors in Investor's Investment Decision							
13.15 - 13.30	Zoom Meeting 3	MARKETING &	MAT - 55	Prisca Ivana and Robert La Are	The Impact of User Generated Content (Online Review) Towards The Intention To Purchase On E-Commerce In Jakarta. Case Study of Tokopedia							
13.30 - 13.45		TOURISM	MAT - 58	Feri Agustiani, Mochamad Edris	Examining the Influence of Local Work Ethic and Product Innovation							
13.45 - 14.00			MAT - 59	Rakhmatyar Ridha and Nila K Hidayat	Impact Of Innovation & Certification To SME Performance In F&B Sector							
14:00 - 14:05	Zoom Masting Boom 1			1	ntroduction to Keynote Session							
14:05 - 14:35	(Main Room)	KEYNOTE SPEAKER	SESSION	Pro	f. Bambang PS Brodjonegoro, PhD Research and Technology - BRIN. Indonesia]							
14.35 - 14.50	2	MARKETING &	MAT - 63	Juliana Juliana, Arifin Djakasaputra and Rudy Pramono	The Effect Of Online Social Interaction: Observational Learning And Word Of Mouth Against Consumer Online Purchase Decision During The Pandemic Covid-19							
14.50 - 15.05	Zoom Meeting 3	TOURISM	MAT - 86	Indri Hapsari	Optimization Hotel Staff in Uncertain Condition Using Integer Linear Programming							
15.05 - 15.15				BREAK								





Parallel Session 1					
				INCOGITE	4
09-25 - 10:00				Invited Speaker : Prof. A	NG Peng Hwa
00.23 - 10.00		И	lee Kim Schoo	l of Communication and Informat	ion, Nanyang Technological University
				COMMUNICATION IN E	BUSINESS
		MODERATOR : Ezmiralda, P	hD. (SGU), Dr. I	Budi Susanto (UMN)	
10:00 - 10:15	Zoom Meeting Room 4 Meeting ID: 893 3693 6379 Password: conference Link:		CIB - 2	Muhammad Jordan Valentino Rickardo and Deborah Nauli Simorangkir	Correlations between Campaign Exposure and Message and Behavioral Change: The Case of Cinema 21 #PADATEMPATNYA Public Relations Campaign
10:15 - 10:30	https://us02web.zoom.us/j/8 9336936379?pwd=YVZncDI 0OHUzNnI3b0xybVo0UGdZ Zz09		CIB - 6	Tarisa Karlina Marentek and Sharon Schumacher	A Comparison Study of Indonesian Third-Culture Individuals And Non-Third Culture Individuals In Regards To Communication Accommodation In Intercultural Business
10:30 - 10:45			CIB - 15	Glenward Prasetyo Alomau and Jeanne Ellyawati	Determinant of Continuance Usage Intention of Mobile Payment Application Using Extended TAM Model
10:45 - 11:00		COMMUNICATION IN	CIB - 39	Devin Pathavi, Mochammad Riyadh Rizky Adam and Yosman Bustaman	Analysis of Factors Affecting the Green Purchase Intention of Electric Motorcycle: Case Study of Selis
11:00 - <mark>1</mark> 1:15		BUSINESS	CIB - 42	Daniel Ilham and DrPhil. Deborah Simorangkir	Discernible Impact Of Fashion's Online Shopping With Mobile - Augmented Reality (AR) Application On The Consumer's Perspective In Indonesia
<mark>11:15 - 11:30</mark>			CIB - 44	Dewi Wuisan, Ishmael Lamisi Kananda, Muhammad Adha Saputra and Muhammad Rakha Dinata	The Effect of Celebrity Endorsement on Purchase Intention of Adidas Products Mediated By Customer's Attitude toward Brand
11:30 - 11:45			CIB - 101	Athalea Kwee, Ezmieralda Melissa	Conspicuous Compassion, Social Media and Identity: A Case Study of @dr.tirta Instagram Account during the Covid-19 Pandemic
11:45 - 12:00					
				LUNCH BREA	ĸ
12:00 - 13:00				Preparation for Next par	allel Session
Parallel Session 2					
13:00 - 13:15					
13.15 - 13.30	Zoom Meeting Room 4				
13.30 - 13.45					
13.45 - 14.00					
14:00 - 14:05	-			In	troduction to Keynote Session
14:05 - 14:35	200m Meeting Room 1 (Main Room)	KEYNOTE SPEAKER	SESSION	Prof. [Minister of Ref.	Bambang PS Brodjonegoro, PhD esearch and Technology – BRIN, Indonesia]
14.35 - 14.50					
14.50 - 15.05					





Parallel Session 1										
				INCOGITE 5						
09:25 - 10:00				Invited Speaker : Dr. Kom	ang Aryasa					
0100000000				PT. TELKOM INDON	ESIA					
				IT AND OPERATIO	ONS					
		MODERATOR : Dr. Priyo Uto	mo (UMN), Dr F	Rudi Pramono (UPH)						
10:00 - 10:15	Zoom Meeting Room 5 Meeting ID: 813 8110 0575 Password: conference Link: https://us02web.zoom.usi/813		ITO - 5	Leonnard Leonnard	Structural Relationship among Higher Educations' system for E-learning Platform, Technical Quality and Students' Satisfaction					
10:15 - 10:30	VXdSL0ivQ25ibDM2UjNWUT 09				ITO - 19	Eka Ulina and Rogatianus Maryatmo	The Effect of Non-Cash Transactions on the Money Supply Indonesia (2009:Q1 – 2019:Q2)			
10:30 - 10:45			ITO - 41	Rano Agustino and Santhi Pertiwi	Estimation Of The Relationship Between Learning Styles Inventory And Online Learning During The Pandemic					
10:45 - 11:00		IT AND OPERATIONS	ITO - 66	Astri Forturia, J. Johny Natu Prihanto and P.M. Winarno	Web-Based Integrated Scheduling System at Universitas Multimedia Nusantara					
11:00 - 11:15			ITO - 67	Eka Harsono and Chong Ming Tang	PUF-TRNG FOR A SECURE INDUSTRY 4.0					
11:15 - 11:30			ITO - 80	Kartika Bangun, Dr. Ir. Y. Budi Susanto and Dr. Friska Natalia	Analysis of Implementation and Cloud Based ERP Implementation (Case Study of PT. Hologram Indonesia Kreatif)					
11:30 - 11:45			ITO - 20	Gabriela Elisabet Sondakh and P.M. Winarno	Recommendation System of Coffee Menu Selection					
11:45 - 12:00			ITO - 46	Putranto Aryono	The Analysis of Information Technology Adoption for Small and Medium Enterprise During Covid-19 Pandemic: Case Study at 'CV Delivery Masdim Indonesia'					
12:00-13:00		LUNCH BREAK								
12.00-10.00				Preparation for Next paralle	el Session					
Parallel Session 2										
13:00 - 13:15			ITO - 54	Abdullah A.K. Alkhawaldeh and Dalila Boughaci	Improving EM Clustering Algorithm by Using Stochastic Local Search Method: Application to Credit Risk Assessment in Banking and Finance					
13.15 - 13.30	Zoom Meeting Room 5	IT AND OPERATIONS								
13.30 - 13.45										
13.45 - 14.00										
14:00 - 14:05	Zeen Martine Devent			Intro	oduction to Keynote Session					
14:05 - 14:35	(Main Room)	KEYNOTE SPEAKER	SESSION	Prof. 8 [Minister of Res	ambang PS Brodjonegoro, PhD earch and Technology – BRIN, Indonesia]					
14.35 - 14.50										
14.50 - 15.05										





Parallel Session 1	10				
				INCOGITE 6	
				Invited Speaker : Ginto I	Hutagalung
09:25 - 10:00				HHRMA CHAPTER BA	NTEN
				STRATEGIC MANAGEMENT & HUM	MAN RESOURCES
		MODERATOR : Dr. Firdaus	Basbeth (IPMI)), Prof. Roy Sembel (IPMI).	
10:00 - 10:15	Zoom Meeting Room 6 Meeting ID: 854 8090 8337 Password: conference Link: https://us02web.zoom.us/j/ 85480908337?pwd=anRP WUN2RU038W/dndmiWaD P273117200		SMHR-3	Darjat Sudrajat, Sevenpri Candra, Shelvy Kurniawan and Engkos Achmad Kuncoro	The Role of Regulation in Moderating the Effect of Collaborative Innovation on LSP's Competitiveness
10:15 - 10:30			SMHR-7	Dety Nurfadilah, Lintang Tiara and Raynaldo Kharismananda	The Determinants of Entrepreneurial Intention among Generation Z during Covid-19 Pandemic: Evidence from Indonesia
10:30 - 10:45		SMHR - 8 Agatha Hintama, Mira Maulida and Performance (C		The Impact of Innovation Capabilities on Product Innovation Performance (Case Study of Manufacturing Industry in Indonesia)	
10:45 - 11:00	R2T3I1Zz09	STRATEGIC MANAGEMENT & HUMAN RESOURCES	SMHR - 21	Clairine Irawan and Budi Susanto	Implementation of Digital Marketing at Printing Company to Increase Customer Acquisition and Customer Retention (Case Study: Citra Kreasindo Mandiri Company)
11:00 - 11:15			SHMR - 24	Fortune Harmony and Soebowo Musa	Role of Dynamic Capability and Customer Relationship Management: A case study of Fintech Lending Platforms in Indonesia
11:15 - 11:30			SHMR - 25	Timotius Jefferson and Antonius Siahaan	Analyzing Factors Influencing Supply Chain Management Practices In Medical Device Industry Indonesia
11:30 - 11:45			SHMR - 26	Prayogo Dwiharyono, Nila Hidayat and Yosman Bustaman	Strategic Marketing for Indonesia Local Game Company to Increase Product Attractiveness
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		MODERATOR : Dr. Firdaus	Basbeth (IPMI)), Prof. Roy Sembel (IPMI).	
13:00 - 13:15			SMHR - 43	Ati Cahayani and Aristo Surya Gunawan	Important Entrepreneurial Characteristics to Survive in the Covid- 19 Pandemic Era (Case Study on Alumni Business Administration Program of Atma, Java Cotholic University of Indonesia)
13.15 - 13.30			SMHR - 52	Firdaus Basbeth	Entrepreneurial Intention and the Moderating Role of Experiential
13.30 - 13.45	Zoom Meeting Room 6	STRATEGIC MANAGEMENT & HUMAN RESOURCES	SMHR - 83	Heldy Vanni Alam and Mahludin H. Baruwadi	The Role Of The Local Government In Improving Human Development Index As A Barometer In Achieving Sdg's In Boalemo District
13.45 - 14.00			SMHR - 97	Prio Utomo, Florentina Kurniasari	Investigating Factors Impelling the innovation performance: A perspective from Internal Innovation Program on Manufacturing Industry.
14:00 - 14:05				Intr	oduction to Keynote Session
14:05 - 14:35	Zoom Meeting Room 1 (Main Room)	KEYNOTE SPEAKER	SESSION	Prof. E	3ambang PS Brodjonegoro, PhD
				[Minister of Res	earch and Technology - BRIN, Indonesia]
14.35 - 14.50	Zoom Meeting Room 6				
14.50 - 15.05					





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09:25 - 09:55	Zoom Meeting Room 6 Meeting ID: 854 8090 8337 Password: conference Link: https://us02web.zoom.usi// 85480908337?pwd=anRP WUNzRU03aWdndmiWaD R2T3I1Zz09	JOIN TO ZOOM MEETING ROOM 6				
				STRATEGIC MANAGEMENT & HUM	AN RESOURCES	
		MODERATOR : Dr. Mira Ma	aulida (SGU), Dr	: Johny Natu (UMN)		
10:00 - 10:15			SMHR - 57	Elfindah Princes and Wibowo Kosasih	Intuition In The Middle Of Mainstream Data-Driven Analytics Decision Making	
10:15 - 10:30			SMHR - 61	Yenni Carolina and Amir Anwar	The Analysis of Construction Supply Chain Management Failure	
10:30 - 10:45			SMHR - 62	Elza Fransisca, Yenni Carolona and Rapina Rapina	How to Improve The Quality of Accounting Information Systems from Organizational Perspective (Empirical Evidence from Banking Sector in Bandung – Indonesia)	
10:45 - 11:00	Zoom Meeting Room 7 Meeting ID: 895 5178 7679		SHMR - 68	Hermas Kornelius, Innocentius Bernarto and Anton Wachidin Widjaja	Crafting Strategic Maneuverability To Boost Business Performance	
11:00 - 11:15	Password: conference Link: https://us02web.zoom.us/j/ 89551787679?pwd=bFZxV m1HRDdG2k96bWiKa2Ro	STRATEGIC MANAGEMENT & HUMAN RESOURCES	SMHR - 87	Taufika Dianny and Mohammad Hamsal	External Knowledge Inflows, R&D Input And Absorptive Capacity : Impact on Improving State Owned Enterprises Innovation Performance	
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13.45 - 14.00						
14:00 - 14:05				Intr	oduction to Keynote Session	
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