

Strategic Orientation and Human Resources Management in Public Sector Organizations in the Society 5.0 Era

Maria Elizabeth Lanny Kusuma Widjaja^{1*}

¹*University of Surabaya, Surabaya, Indonesia*

**Corresponding author. Email: lanny.kusumawidjaja@staff.ubaya.ac.id*

ABSTRACT

Strategic orientation is a principle that guides, directs, and influences organizational activities that produce behavior to ensure organizational survival, performance, and innovation. Public sector organizations in the society 5.0 era have the potential to face various changes, environmental uncertainties, and different tasks. Such conditions require a strategic emphasis that combines the Human Resource Management orientation and practices. It is recommended that public sector organizations in the society 5.0 era possess an analytical framework specific to their needs. The framework is developed from organizational orientations, practices, and innovations to assist public sector organizations' leaders in identifying the organization's strategic orientation and practices.

Keywords: *Strategic Orientation, Human Resource Management, Change, Innovation.*

1 INTRODUCTION

In public sector organizations, the demand for services increases but is not always accompanied by an increase in funding sources. Public sector organizations are increasingly adopting non-profit sector strategies and practices to increase efficiency, effectiveness, and performance. Public sector organizations are faced with scarcity of resources and pressure to be innovative, retaining a vastly bureaucratic orientation, and paying attention to the internal distribution of power. In the society 5.0 era, technological advancement forces change in society and organizational culture. Organizations that successfully handle various transformational changes can continue to evolve and adapt along with technological changes. (Agolla et al., 2017). Innovation is a big challenge for the society because it has a relationship with the tasks and roles played by the public sector in terms of technical, social, and

economic transitions. However, innovation and public organizations seem to be on two opposite sides because the innovation attributes are often not shared by public sector organizations. (Demircioglu, 2017). Innovation accommodates ideas of technology and modernization; while on the other hand, public sector organizations are even seen as something that is left behind, full of bureaucratic and conservative structures. (Agolla et al., 2017). It seems that a culture like this has become a habit that is tolerated to be implemented by public sector organizations. However, in the society 5.0 era, this culture should be reduced and not be implemented. Innovation support lies in the strengths obtained from internal and external of the organization. Moreover, the public sector innovation drivers are indeed planned and made according to the community needs to be compiled based on the available budget, organizational strategy, availability of resources, and effective leader-

ship at all levels of the organization (Agolla et al., 2017).

Townsend (2013) discusses the relationship between innovation, change, and the public sector. Leadership in the organization plays an essential role in determining various ways of resolving the dynamics of change and innovation. According to Gelard, Mirsalehi, and Saleh (2010), transformational leadership is more receptive to change and encourages innovation. The purpose of doing innovation in an organization is to make the organization innovative, but this innovation step is closely related to cultural change in public sector organizations. (Yasir, Imran, Irshad, Mohamad, and Khan, 2016).

Change management is related to organizational culture, organizational culture innovation, and resistance to change. Additionally, it requires a realignment of strategic orientation and Human Resource Management within the scope of public sector organizations.

Problem formulation:

1. This study deals with the challenges in the society 5.0 era, namely technology, innovation, and culture, which are related to leadership and change to understand how disruptive innovation is implemented in public sector organizations.

2. To identify how strategic orientation and strategic human resource management practices influence organizational innovation in public organizations.

Innovation and Cultural Change

According to Volberda et al. (2012), there is a relationship between innovation and organizational culture and employees. These days, organizational change has become essential to be carried out in public management practices, but an implementation problem in various public sector organizations is rarely studied. The focus of attention is more on content than on how the change process in public organizations is implemented. In addition, there is a relationship between disruptive innovation and how the organization conducts its operations. According to Yasir, Imran, Irshad, Mohamad, and Khan (2016), organizational cul-

ture plays a vital role in shaping the framework of thought and action needed by leaders of public organizations that provide social value. Various researchers express a similar view that public sector innovation requires a different government structure, such as incorporating social innovation into government social policy (Boersma, 2016; Moussa et al., 2018; Sangiorgi, 2015; McNeill, 2017). Organizational culture plays an essential role in organizational development and organizational performance (Adu Gyamfi, 2016). Within the conceptual framework of Moussa et al. (2018), innovation in the workplace is influenced by three areas, namely barriers, environmental problems, and leadership skills. In fact, the obstacle mindset can be turned into opportunities because what is considered an obstacle will not stop innovation; it is, even more, a challenge that can be overcome by innovation (Moussa et al., 2018). This condition requires the organizational environment and leadership behavior that supports creating an organizational culture of innovation in the workplace. Leadership in the organization must support and encourage innovation as a form of appreciation for employee innovation. (Moussa et al., 2018).

Innovations carried out by the public sector will be different from innovations in the private sector (Boukamel et al., 2017). The differentiating factor is the political landscape and the handling of changes to societal demands or needs as the public sector deals with more complex issues. This will require the public sector to develop more complex innovative solutions that may require more excellent resources (Sahni, Maxwell, and Christensen, 2013). Innovative breakthroughs occur in the public sector because it has undergone significant transformations to overcome the social, economic, and political structures that develop from post-industrial societies (Iacovino, Barsanti, & Cinquini, 2017).

Change Management

Transformation in the organization will not be separated from the vital role of change management (Yasir, Imran, Irshad, Mohamad, and

Khan, 2016). The ability of an organization to adapt to circumstances and be innovative is reflected in the organization's ability to deal with various changes (Benerjee, 2016). In the information age, organizations must share changes to run a business following the changing times. It has been proven that the successful implementation of business operations and the concept of information technology is more determined by change management (Sutanto et al., 2008).

This also applies to public organizations because technological pressures and demands from regulators to provide good services to the community encourage change in public organizations (Sutanto et al., 2008).

All organizations, including the public sector, cannot avoid changes. In fact, the changes that occur can become challenges to innovate. The failure of public organizations to adopt new technology will undoubtedly hamper their ability to provide excellent service to the communities they serve. (Townsend, 2013).

Jones et al. (2016) state a relationship between organizational change and leadership in public organizations. Change is a top-down activity that was planned from before. Top-down communication is part of planning because this communication is done as a medium to see and inform the changes (Jones et al., 2016). According to Sang, Taewon, and Donghyun (2012), managers usually socialize these changes in the organization, but as explained earlier, innovation is a process that starts from the bottom-up. Current environmental dynamics, forcing companies to change and adjust to maintain their status to achieve organizational goals (Andalibi et al., 2013).

The implementation of information technology systems is often seen as an agent of significant organizational change (Gouker, 2009). An essential part of successful innovation involves change management because, without it, the application of new technology becomes a challenge. It is recognized that change management is necessary to successfully implement information technology (Sutanto, Kankanhalli, Tay, Raman, and Tan, 2008). Like any other organizational change,

changes in support of information technology should be aimed at the staff level and the strategic level.

Change management is related to the human factor because innovative and agile workplaces replace the stable pre-information bureaucracy era, change management becomes an essential part of every introduction of new technology (Jones et al., 2016). The attitude of society towards technology is essential and it becomes a question whether this attitude of society hinders the application of innovative technology. Therefore, the introduction of new technologies and change management are inseparable across all varieties (Spacey et al., 2003).

Currently, the challenge to change for the public sector is getting stronger, especially in managing the service system to the community. These changes can be successful if it involves taking organizational culture changes in the public sector seriously (Ghiorghita & Grzegorzczuk, 2017). Changes are made throughout the organization, such as leadership, organizational culture, and all elements of employees and staff ranks. Public sector organizations have different characteristics from the private sector because the public sector must be more transparent and accountable, so this makes the public sector more careful in responding to changes (Ott & Dickie, 2001). In the society 5.0 era, public sector organizations cannot be separated from digital innovation in their operations (Ott & Dickie, 2001). Excellent human resources are needed to innovate, including experience, competencies, intellectual skills, and interpersonal communication skills among employees and organizational leaders (Ghiorghita & Grzegorzczuk, 2017).

Transformational leadership must carry out a strategic vision for employees and prepare the resources needed to achieve organizational goals (Ghiorghita & Grzegorzczuk, 2017). Employees are encouraged to go beyond the aspirations of personal interests to change themselves and the organization through employee participation, which will result in common organizational goals (Gotsis & Grimani, 2016).

2 DISCUSSIONS

The definition of disruptive innovation needs to be studied more inclusively. Disruptive innovation is usually referred to as marketplace and is customer-driven. According to Eggers (2012), public organizations have the strong purchasing power to encourage disruptive innovation. Some of the factors driving disruptive innovation are technology and leadership. The more leaders understand innovative technologies, the more likely the organizational changes to occur. The technical and cultural challenges for public sector organizations may lead to opportunities for growth and development. Adaptability and agility play an essential role in dealing with the challenges of technology and cultural change. There is a reciprocal relationship between adaptability, agility, and organizational culture to how the organization overcomes various existing problems. As an understanding of what disruptive innovation means for public organizations, namely how public organizations apply the concept. When the public sector applies this concept, disruptive innovation driven by technology will create change. Some organizations see this paradigm shift and as a way for organizations to carry out organizational and cultural reforms.

According to the author, there are several important things on how disruptive innovation is applied in public sector organizations, namely:

1. Applying change management to innovation. Culture has a strategic role in adopting innovations in an organization, and the successful adoption of innovative ideas or processes depends on the inclusion of change management. Therefore, the organization can move forward and adapt to changes to the environment that adjusts to the interests of society. If the change process has resistance to changes that have an impact on the adoption of innovation, then the role of change management becomes the driving force for the entire organization in preparing for transformation and adaptation to these changes.
2. Public sector organizations need to create a disruptive innovation model. This is because

public sector organizations do not have a market like private sector organizations but have external and internal forces that influence the way they work, so disruptive innovation is defined as creating a model that must force fundamental changes to be creative and adaptive.

3. Technology support. Technology has been the driving force for many innovative changes in organizations. Technology is the driving force that supports change and reform, and innovation (Romanelli, 2017). However, if it is only related to technology, it will not create innovation, as it requires an organizational culture change and how organizational culture is developed to adapt to the introduction of new technologies.

Introducing technology to the public sectors helps these organizations make internal corrections to become knowledge-oriented organizations based on information technology (Romanelli, 2017). The introduction of technology in organizations opens doors in modernization by managing information and knowledge, making organizations implement disruptive innovations in their organizational culture (Shibambu and Ditsa, 2017).

Furthermore, to identify the strategic orientation and practice of Strategic Human Resource Management in public organizations, it is necessary first to understand that the leadership of public organizations certainly faces environmental uncertainty. This requires options and approaches to respond effectively to challenges of public organizations that can be identified as follows:

1. Public sector organizations need knowledge of environmental uncertainty in the public sector. Public sector organizations need to respond to demands and pressures on economic, social, and environmental challenges. The public sector innovation environment can be in the form of smaller budgets, public expectations of easy and flexible access to services, and global problems that face today's society.
2. Public organizations need to know the unique strategic orientation of a public sector organization, for example, social value orientation/public value orientation, citizen orientation, collaborative governance orientation, to

provide a more practical approach to innovation in the specific public sector desired, knowledge about orientation/ non-profit practices in the public sector, for example, strategic orientation, customer orientation, market orientation, technology orientation, and strategic human resource management practices. However, public sector organizations' leaders need to choose more deftly when to adopt a profit orientation and the unique orientation of public organizations. Without this knowledge, the organizations may experience ineffective results because leaders of public sector organizations, in initiating organizational innovation, need to adapt and accommodate profit-oriented innovation practices.

Public sector organizations' leaders can expect more positive results with a cultural approach, if in a public sector organization they understand the uncertainties of the cultural environment they face using the knowledge of the strategic orientation of public organizations, such as resource orientation, custodian orientation/mission orientation, collaborative orientation/relational orientation, reputation orientation, orientation to the expert selection system, and orientation to the peer selection system.

In addition, it is also for knowledge about orientation/primary/supporting practices that are suitable for public organizations, such as: service orientation, quality orientation, market orientation, technology orientation, learning orientation, and strategic human resource management practices. This knowledge will ensure that the leadership of public organizations is well equipped with the analytical framework and the set of primary and supporting orientations/practices.

3. Public organizations have restrictive processes that need to be mitigated before organizational innovation can grow. Two things are needed in strategic orientation and human resource management to overcome contingency factors, namely:

- a. The understanding that inhibiting processes can be perceived as environmental and task uncertainties.
- b. Affecting environmental uncertainty requires direct alignment with the contingency

factors of strategic orientation or strategic human resource management practices.

4. Development of an innovative framework. Using an organizing framework, organizational leaders can group what would be different and unrelated orientations/practices into a cohesive whole package and stack. This will generate a clearer strategic rationale of organizational innovation, thus help in articulating strategic plans and communications.

3 CONCLUSION

Contingency theory and institutional theory provide a critical perspective in the assessment of what contributes to innovation outcomes. An organization possesses a unique set of responses to environmental uncertainty to develop an innovation strategy that combines a strategic orientation and strategic human resource management practices. Some important things related to the innovation strategies of public sector organizations in strategic orientation and Human Resource Management include:

1. Understanding how public sector organizations can identify environmental orientation and uncertainty.
2. To develop a clear perspective, it is necessary to identify appropriate options for selecting innovation strategies for public sector organizations.
3. Correctly align external uncertainty with the orientation faced externally and align the uncertainty faced internally with the orientation faced internally.
4. Value built with an analytical framework in the management of public organizations emphasizes a more nuanced perspective across sectors and accommodates unique perspectives.

REFERENCES

- Agolla, J.E., & Van Lill, J.B. 2017. A Structural Equation Modeling of Innovation in Public Sector Organizations. *African Journal of Business and Economic Research*, 12(1): 107-140.

- Andalibi, M.A., Rafizadeh, K., Salimi, B., & Khleghi, M.R. 2013. Effects of technology and change management on the business. *Interdisciplinary Journal of Contemporary Research in Business*, 5(2): 618-625.
- Boersma, R. 2016. Public sector or private sector, innovation is innovation. *Municipal World*, 126(11): 13.
- Boukamel, O., & Emery, Y. 2017. Evolution of organizational ambidexterity in the public sector and current challenges of innovation capabilities. *The Innovation Journal*, 22(2): 1-27.
- Demircioglu, M.A. 2017. Three Essays on Public Sector Innovation. (10276549 Ph.D.), Indiana University, Ann Arbor. Retrieved from ProQuest Dissertations & Theses Global database.
- Eggers, W., Baker, L., Gonzalez, R., & Vaughn, A. 2012. Disruptive innovation: a new model for public sector services, *Strategy & Leadership*. Vol. 40(3): 17-24.
- Gelard, P., Mirsalehi, S.P., & Saleh, K.E. 2010. *The Relationship Between Strategic Leadership and Innovation* [European Conference on Innovation and Entrepreneurship], Reading : 238-XIII. Reading: Academic Conferences International Limited. (Sep 2010).
- Ghiorghita, E., & Grzegorzczak, A. 2017. Knowledge Management as a Strategic Business Resource. *Journal of Economic Development, Environment and People*, 6(2): 63-72.
- Gotsis, G., & Grimani, K. 2016. Diversity as an aspect of effective leadership: integrating and moving forward. *Leadership & Organization Development Journal*, 37(2): 241-264.
- Gouker, T.R. 2009. *Information technology-enabled change management: An investigation of individual experiences*. Walden University. Retrieved from ProQuest Dissertations and Theses.
- Iacovino, N., Barsanti, S., & Cinquini, L. 2017. Public Organizations Between Old Public Administration, New Public Management and Public Governance: The Case of the Tuscany Region. *Public Organization Review*, 17(1): 61-82.
- Jones, S.L., & Van de Ven, A.H. 2016. The Changing Nature of Change Resistance: An Examination of the Moderating Impact of Time. *The Journal of Applied Behavioral Science*, 52(4): 482-506.
- McNeill, J. 2017. *Enabling social innovation assemblages: Strengthening public sector involvement*. (10633311 Ph.D.), Western Sydney University (Australia), Ann Arbor. Retrieved from ProQuest Dissertations & Theses Global database.
- Moussa, M., McMurray, A., & Muenjohn, N. 2018. A Conceptual Framework of the Factors Influencing Innovation in Public Sector Organizations. *The Journal of Developing Areas*, 52(3): 231-240.
- Ott, J.S., & Dicke, L.A. 2001. Challenges facing public sector management in an era of downsizing, devolution, dispersion and empowerment - and accountability? *Public Organization Review*, 1(3): 321. Retrieved from Proquest.com
- Romanelli, M. 2017. Rethinking Public Organizations as Knowledge-Oriented and Technology-Driven Organizations. *Management Dynamics in the Knowledge Economy*, 5: 559-576.
- Sahni, N.R., Wessel, M. & Christensen, C. 2013. *Unleashing Breakthrough Innovation in Government*. *Stanford Social Innovation Review*. Retrieved from https://ssir.org/articles/entry/unleashing_breakthrough_innovation_in_government
- Sang, M.L., Taewon, H., & Donghyun, C. 2012. Open Innovation in the Public Sector of Leading Countries. *Management Decision*, 50(1): 147-162. doi: 10.1108 / 00251741211194921
- Sangiorgi, D. 2015. Designing for public sector innovation in the UK: design strategies for paradigm shifts. *Foresight: The Journal of Futures Studies, Strategic Thinking and Policy*, 17(4): 332-348.
- Shibambu, A., & Ditsa, G. 2017. Analysis of Information Technology Infrastructure Towards Improving Services in the Public Sector. *Journal of Information Technology and Economic Development*, 8 (1): 33-44.
- Spacey, R., Goulding, A., & Murray, I. 2003. ICT and change in UK public libraries: Does Training Matter?. *Library Management*, 24(1): 61-69. Retrieved from Proquest.com
- Sutanto, J., Kankanhalli, A., Tay, J., Raman, K.S., & Tan, B.Y 2008. Change Management in Interorganizational Systems for the Public. *Journal of Management Information Systems*, 25 (3): 133-175.
- Townsend, W. 2013. Innovation and The Perception of Risk in the Public Sector. *International Journal of Organizational Innovation (Online)*, 5(3): 21-34. Retrieved from Proquest.com
- Volberda, H.W., Van Der Weerdt, N., Verwaal, E., Stienstra, M., & Verdu, A.J. 2012. Contingency fit, institutional fit, and firm performance: A metaphorical approach to organization – environment relationships. *Organization Science*, 23(4): 1040–1054.
- Yasir, Imran, Irshad, Mohamad, & Khan. 2016. Leadership Styles in Relation to Employees Trust and Organizational Change Capacity: Evidence from Non-Profit Organizations. *SAGE Open*, 6 (4): 1-12.

Series: [Advances in Economics, Business and Management Research](#)

Proceedings of the 18th International Symposium on Management (INSYMA 2021)

[HOME](#)

[PREFACE](#)

[ARTICLES](#)

[AUTHORS](#)

[SESSIONS](#)

[ORGANIZERS](#)

[PUBLISHING INFORMATION](#)
[<](#) [PREVIOUS VOLUME IN SERIES](#)
[NEXT VOLUME IN SERIES](#) [>](#)

The International Annual Symposium on Management INSYMA is a scientific event that has successfully been held for 17 years, and this year of 2021 is entering 18 years of its implementation. Human technology is increasingly developing over time, so that developed countries have begun to make changes. Economics is fundamental in today's life, for that Society 5.0 exists to integrate the real world and the virtual world. Society 5.0 is an era where all technology is part of the human beings. Society 5.0 is a concept where we use science IoT, big data, AI, robotics, etc. to "serve" human needs. The purpose of society 5.0 is to create a society where the people in it really enjoy a life full of lively activities and feel comfortable.

Please click [here](#) for the conference website.

Atlantis Press

Atlantis Press – now part of Springer Nature – is a professional publisher of scientific, technical & medical (STM) proceedings, journals and books. We offer world-class services, fast turnaround times and personalised communication. The proceedings and journals on our platform are Open Access and generate millions of downloads every month.

For more information, please contact us at: contact@atlantis-press.com

[▶ PROCEEDINGS](#)
[▶ JOURNALS](#)
[▶ BOOKS](#)
[▶ POLICIES](#)
[▶ MANAGE COOKIES/DO NOT SELL MY INFO](#)
[▶ ABOUT](#)
[▶ NEWS](#)
[▶ CONTACT](#)
[▶ SEARCH](#)

Part of **SPRINGER NATURE**

[PROCEEDINGS](#) | [JOURNALS](#) | [BOOKS](#)

Search



Series: *Advances in Economics, Business and Management Research*

Proceedings of the 18th International Symposium on Management (INSYMA 2021)

HOME

PREFACE

ARTICLES

AUTHORS

SESSIONS

ORGANIZERS

PUBLISHING INFORMATION

Advisory Committee

Charles Preuss, PhD

University of South Florida, USA

Denni Arly, PhD

Griffith University, Australia

Prof. Eduardus Tandelilin, PhD

Universitas Gadjah Mada, Indonesia

Herman Woerdenbag, PhD

University of Groningen, The Netherlands

Irwan Adi Ekaputra, PhD

Universitas Indonesia

Jun Kumamoto, PhD

Tokai University, Japan

Kuei-Hsien Niu, PhD

California State University, USA

Bahtiar Mohamad, PhD

Universiti Utara Malaysia

Prof. Moses Laksono Singgih, PhD

Insitut Teknologi Sepuluh November, Indonesia

Noore Alam Siddiquee, PhD

Flinders University, Australia

Ottavia Huang, PhD

National Cheng Kung University, Taiwan

Phan Thi Hong Xuan, PhD

Vietnam National University

Slavomir Rudenko , PhD

Pan-European University, Slovakia

Prof. Wim Vanhaverbeke, PhD

Hasselt University, Belgium

Yanto Chandra, PhD

City University of Hong Kong

Prof. Yashwant Vishnupant Pathak, PhD

University of South Florida, USA

Head of Management Departement

Dr. Deddy Marciano

University of Surabaya

Chairperson

Bertha Silvia Sutejo, M.Si.

University of Surabaya

Scientific Committee & Editor Coordinator

Dr. Werner R. Murhadi

University of Surabaya

Scientific Committee & Editors

Dr. Dudi Anandya

University of Surabaya

Dr. Noviaty Kresna D.

University of Surabaya

Dr. Juliani Dyah T.

University of Surabaya

Dr. Putu Anom Mahadwartha

University of Surabaya

Atlantis Press

Atlantis Press – now part of Springer Nature – is a professional publisher of scientific, technical & medical (STM) proceedings, journals and books. We offer world-class services, fast turnaround times and personalised communication. The proceedings and journals on our platform are Open Access and generate millions of downloads every month.

For more information, please contact us at: contact@atlantis-press.com

- ▶ PROCEEDINGS
- ▶ JOURNALS
- ▶ BOOKS
- ▶ POLICIES
- ▶ MANAGE COOKIES/DO NOT SELL MY INFO
- ▶ ABOUT
- ▶ NEWS
- ▶ CONTACT
- ▶ SEARCH

Home [Privacy Policy](#) [Terms of use](#)   

Copyright © 2006-2022 Atlantis Press – now part of Springer Nature

Part of **SPRINGER NATURE**

[PROCEEDINGS](#) | [JOURNALS](#) | [BOOKS](#)

Search



Series: [Advances in Economics, Business and Management Research](#)

Proceedings of the 18th International Symposium on Management (INSYMA 2021)

[HOME](#)

[PREFACE](#)

[ARTICLES](#)

[AUTHORS](#)

[SESSIONS](#)

[ORGANIZERS](#)

[PUBLISHING INFORMATION](#)

Search

[+ Advanced search](#)

SEARCH

55 articles

Proceedings Article

The Application of TAM on Utilization of Financial Information Technology in South Sulawesi

Ibrahim, Sri Rahayu Syah

In the industrial revolution era and information technology advancement,

TAM must align with development and progress. TAM is believed able to fulfill the needs of relevant technology users. This study aims to analyze the factors that influence the utilization of regional financial information systems...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Investor Attention and Broad Market Index: Evidence from Indonesia Composite Index

Olivia Tanaya, Suyanto Suyanto

This study examines the relationship between investor attention and the broad market index in the Indonesia Composite Index (IHSG). In today's digital world, the search engine becomes the most important tool in looking for information. Google dominated the market share with 91.38% of people use it. This...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Herding Behavior Detection: Bullish and Bearish Cases

Tomy Koputra, Putu Anom Mahadwartha

This study aims to examine the presence of herding behavior on the Indonesian stock exchange (BEI), especially in the infrastructure, utilities, and transportation sectors. Daily data has been gathered for analysis from the 2013-2017 period, and this period was chosen to capture the extreme market movement,...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Correlation Analysis Among Innovation, Risk-taking, Competitive Aggressiveness, and Proactiveness on Company Performance in the Covid-19 Situation

Bertha Silvia Sutejo, Marwin Antonius Rejeki Silalahi

This research originated from the Covid-19 pandemic that began in February 2020. Since the Covid-19 pandemic, the Indonesian economy has experienced a significant decline, especially the MSMEs in Indonesia, so the authors are interested in examining the correlation among innovation, risk-taking, competitive...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Reaction of Stock Price on Dividend Announcements

Angeline Soesanto, Werner R. Murhadi, Arif Herlambang

This study aims to determine the existence of market reactions that can be

seen from the presence of abnormal returns during the dividend announcements in companies listed on the Indonesia Stock Exchange (IDX) during the 2013-2017 period and find out what factors influence the Cumulative Abnormal Return...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

A Study on the Effects of Inflation Rate, Interest Rate, and Exchange Rate on the Performance of Indonesia Sharia Stock Market

Erna Garnia, Tahmat, Rizal Deden, Saeful Iman

Various macroeconomic factors influence the stock market performance. This study aims to investigate the effects of inflation rate, interest rate, and exchange rate on the sharia stock market performance in the Indonesia Stock Exchange. The market performance is indicated by a portfolio index calculated...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Accounting Narrative and Impression Management on Social media – A study on Instagram Accounts of Indonesia Listed Companies

Chelsea Venezia, Yie Ke Feliana

Social media has become a platform for companies to present themselves by exposing the image they want to build and maintain through the content and communication they publish online. Companies selectively post information about themselves, and this information is disseminated to build a positive public...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Effects of Corporate Governance on the Performance of Manufacturing Sector Companies on the Indonesia and Philippines Stock Exchanges

Liliana Inggrit Wijaya, Arif Herlambang, Willi Brodus The Mone

This study aims to examine the effects of corporate governance on the performance of manufacturing sector companies listed on the Indonesia and Philippines Stock Exchanges over the 2015-2019 period. This research uses a quantitative approach with a multiple linear regression method. The object used in...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Heuristics Behavior of Stock Investors on the Indonesian Stock Exchange During the Covid-19 Pandemic

Liliana Inggrit Wijaya, Zunairoh

The Covid-19 pandemic has caused funds invested primarily for investments in risky assets, like stock instruments traded on the capital market, to become more fluctuating. Behavioral finance has an essential role in finance, namely understanding human behavior, including investor behavior. This study...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Multidimensional Internationalization Speed and Firm Performance: Evidence from the Indonesian Manufacturing

Joseph. Susanto, Deddy Marciano, Arif Herlambang

This study aims to determine the impact of multidimensional internationalization speed on firm performance on the manufacturing firm listed on the Indonesian Stock Exchange over the 2015-2019 period. The dependent variables in this study are return on assets and Tobin's q, while the independent variables...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Impact of U.S Monetary Policy and Macroeconomics Factors on Asia Emerging Islamic Stock Market During Covid-19

Annisa Sekar Kasih, Viverita

This study explores the volatility spillover in six Asia emerging Islamic stock markets (China, India, Indonesia, Malaysia, Taiwan, and Thailand) affected by the US monetary policy and macroeconomic factors during the COVID-19 pandemic period. It is found that most Islamic stock markets in Asia are more...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Refining Tax Accounting Education to Improve Accounting Students Skills and Competences

Evelyne Brilliana Susanto, Ria Sandra Alimbudiono

This study aims to explore the refining way in tax accounting education to

improve the students skills and competences. It is applied research, focusing on some applied recommendations; Data was collected through interviews with students and lecturers, observations, and document analysis with 13 participants....

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Local and National Covid-19 Cases and Stock Return: Evidence from Regions in Indonesia

Jordy Tila, Irwan Adi Ekaputra

The stock market in Indonesia crashed during the Covid-19 pandemic. This paper aims to examine the relationship between the local and national Covid-19 cases with the abnormal return of the local companies in Indonesia. Previous studies have found that coronavirus has impacted the global stock market,...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Effect of Gender Diversity on the Board of Commissioner to Stock Liquidity of Non-Financial Firms Listed in LQ45 During 2013-2017

Muhammad Devanda, Deddy Marciano, Endang Ernawati

The purpose of this study is to investigate the effect of board composition (mainly gender diversity of the boards) on the liquidity of the non-financial firms' stock listed on the LQ45 in 2013-2017. This study used the Ordinary Least Square Regression method to examine the effect of gender diversity...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Three Line of Defense: An Effective Risk Management

Saipul A. Muhsyaf, Susi R. Cahyaningtyas, Elin E. Sasanti

This study aims to determine the effect of three lines of defense on risk management. Risk management as the dependent variable is measured by content analysis based on the risk profile. The independent variable, namely the three lines of defense, was measured by content analysis based on 2013 COSO Internal...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Technological Progress in Indonesian Food Processing

Suyanto Suyanto, Yenny Sugiarti, Olivia Tanaya

Technological progress is a critical factor in Society 5.0. Firm technological progress reflects the advancement in firm knowledge. This current study analyzes the key determinants of technological progress in 393 Indonesian food processing companies to assess the readiness to pursue Society 5.0. Adopting...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Effect of Price, Service Quality, Customer Satisfaction and Image on Customer Loyalty on the Lion Air Indonesia Airline

Violinne Antpnetha Dotulong, Erna Andajani, Siti Rahayu

This study aims to determine and analyze the effects of price, service quality, customer satisfaction, and image on customer loyalty with the research object of Lion Air Indonesia. The type of research is basic research that uses 5 variables: price, service quality, customer satisfaction, image, and...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

How Countries Deal with the Covid-19 Pandemic: A Case Study of Indonesia and Slovakia

Adi Prasetyo Tedjakusuma, Slavomír Rudenko

First reported in China in December 2019, the Covid-19 has now been growing to a very severe pandemic with more than 117 million cases worldwide only in one year. To minimize the pandemic impacts on the world's citizens, any country worldwide must take care of its respective citizens by carrying out...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Mediating Role of Organizational Excellence Between Total Quality Management Practices and Sustainability: A Preliminary

Muslim Diekola Akanmu, Bahtiar Mohamad

Inconsistencies in the findings of past literature on the relationship between quality management practices and sustainable performance have provoked the essence of this study. This has prompted further evaluation of the effects of critical quality management variables to explain the relationships' nature...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Attitudes of Local Communities Towards Sustainable Development and Development of Ketapan Rame Tourist Village, Mojokerto

Veny Megawati, Siti Rahayu, Stefanus Budy Widjaja Subali, Fitri Novika Widjaja

This study aims to examine the relationship between the local community's attitudes and the sustainable development and development of Ketapan Rame Tourist Village, Mojokerto. This research employed quantitative research methods with data analysis using SPSS 18.0 software. The sampling technique used...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Factors Affecting Brand Equity in Batu Tourism City

Muhammad Afif Nadhif, Fitri Novika Widjaja, Prita Ayu Kusumawardhany

This study aims to determine the effect of Brand Awareness, Brand Image, Brand Loyalty, Perceived Brand Quality on Brand Equity in Batu Tourism City. The City of Batu has designated its area as an agropolitan tourism center in East Java. This study used qualitative research methods with data analysis...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Analyzing the Effect of Social Identity, Perceived Encouragement and Altruism on Word of Mouth on Facebook

Marianus H. Mahat, Juliani D. Trisnawati, Veny Megawati

This study aims to determine the effect of social identity, perceived encouragement, and Altruism on word of mouth (WOM) on Facebook. An empirical study was conducted by distributing questionnaires to 120 Adidas brand users who are the Adidas brand followers on Facebook. The analysis results using the...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Towards a Socially Sustainable Inventory Optimization

Warut Pannakkong, Kim Cuc Vo Thi, Sun Olapiriyakul

Inventory optimization is one of the critical decisions in perishable product supply chain management. This study develops a bi-objective inventory optimization model for perishable products. The model can determine the optimal order quantities that fulfill customer demand over time while simultaneously...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

How are Buying Intentions in a Marketplace Formed? An acceptance of New Technology in Young People

Bryan Julio, Dudi Anandya, Indarini, Freddy Mutiara

This research discusses the existing marketplaces in Indonesia. The purpose of this research is to determine the effects of Social Influence on

Behavioral Intention and Perceived Usefulness on Attitude in a marketplace. This study is quantitative research with a causal design, with 304 respondents from...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Effects of External Factors on Perceived Ease of Use, Perceived Usefulness, Attitude Towards Use, and Behavioral Intention of Older Adults in Indonesia

Levina Nathania, Indarini, Dudi Anandya

The purpose of this research is to analyze the effects of external factors (facilitation conditions, self-satisfaction, and cost tolerance) on perceived ease of use, perceived usefulness, attitude towards use, and behavioral intention of older adults in Indonesia. This research uses basic business research...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Role of Youtubers on Covid-19 Prevention Products' Purchase Intention in the New Normal Era

Prita Ayu Kusumawardhany

Everyone must own personal protective equipment to prevent the Covid-19 transmission. Consumers can buy Covid-19 prevention products at low to high prices. This study examines how YouTube video (vlog) affects millennial consumer perceptions and intention in purchasing Covid-19 prevention products. The...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Impacts of Brand Image, Brand Love, and Brand Trust on Brand Loyalty: Case Study on Coffee Drinks

Ali Wardhana, Yulia

This paper aims to investigate the impacts of brand image, brand love, and brand trust on brand loyalty in coffee drinks, especially in the Kopi Kenangan's brand. Moreover, this paper does not only investigate the effects but also compare brand love and brand trust for seeking which variable has a bigger...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Determinants of Online Purchase Intention in Indonesia

Sugeng Hariadi, Siti Rahayu

This research discusses the influence of online customer experience and perceived risk on online purchase intention in Indonesia. This study has nine variables: online customer experience, product risk, financial risk, privacy risk, security risk, time risk, social risk, psychological risk, and online...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Brand Equity of Banyuwangi as a Natural Tourism Destination

Siti Rahayu, Sugeng Hariadi

This study aims to investigate the brand equity of Banyuwangi city as a natural tourism branding. The questionnaire data is obtained from 160 local tourists who have traveled to Banyuwangi. Hypothesis testing is done by using a structural equation model. The results show that of the eleven hypotheses,...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Determination of Green Marketing Strategies Through Marketing Communication in the Business World in the Society 5.0 Era

Hayuning Purnama Dewi

Marketing communication in green marketing aims to influence purchase decisions for consumers interested in the green movement. In addition to product advantages and brand image, companies must also think about consumer transaction convenience. Consumers consider various transaction choices to facilitate...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Linkage Among Demographic Factors, Perceived Mindful Marketing, and the Purchase Intention of Hand-weaving Products Customers

Junphen Wannarak, Patipol homyamyen, Thititana Trisit, Waiphot Kulachai, Adi Prasetyo Tedjakusuma

This research aims to examine the linkage among demographic factors, the perceived value of mindful marketing, and the purchase intention of customers of hand-weaving products in Suphanburi, Thailand. The

samples of this study were 388 people visiting a community enterprise in Suphanburi. Questionnaires...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Trust or Usefulness? QR Code Payment Among Millennials in a Disrupted Market

Grace F. Djayapranata, Andhy Setyawan

The digitization trend has increased dramatically in the past decade. The development of the internet and the increasing use of smartphones worldwide indicate the starting of the industrial revolution 4.0, which is now moving into a society 5.0 era. This trend has affected almost all activities of human...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

How is the Attitude of Japanese Millennials Towards Indonesian Rattan Furniture?

Komang Yudhi Kamala, Christina Rahardja, Aluisius Henry Pratono

Recently, environment and ecology have become critical issues for the global population and entrepreneurs. The millennial generation is considered one of the most prominent population groups and an attractive target for many companies to engage. This study aims to understand the Japanese millennials'...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Predicting Intention of Using Fintech Lending to Bank Users in Indonesia

Bayudha Desga Putranto, Nurdin Sobari

The significant increase in the use of fintech lending proves the vital role of non-banks in providing innovative online payment services and cash funds facilities. However, not many have specifically examined the focus on one type of fintech, namely fintech lending. This study's purpose is to examines...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Destination Image, Satisfaction and Tourist Loyalty: A Study of Post Disaster Recovery in Gili Matra

Dwi Putra Buana Sakti, Siti Nurmayanti, M. Firmansyah

This study analyzes the mediation role of destination image on the influence of tourist satisfaction toward loyalty according to the survey on 155 sample respondents who visited Gili Matra after the 2018 earthquake. A structural equation model (SEM) was used to analyze the collected data. The research...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Analysis of Tourism Village Development in West Lombok Regency

Lalu A. Permadi, W. Retnowati, Muttaqillah, Rusminah, G.A. Oktaryani,

N.A.A. Tara, E. Septiani

This research aims to analyze and identify the potential development of Tourism Village in West Lombok Regency. This research used primary and secondary data and analyzed the villages' tourism potential and development into tourism villages in West Lombok Regency. The potential development of Tourism...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

What Enhances the Consumer Utility Function on Environmentally Friendly Products? The Role of Message Framing in Marketing Communications

Andhy Setyawan, Noermijati, Sunaryo, Siti Aisjah

In the past few decades, environmental sustainability issues have helped change consumers' behavior and consumption patterns. In addition to increasing consumer awareness of environmentally friendly behavior, consumers face two alternatives of consuming environmentally friendly or conventional products....

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

An Empirical Study on E-book Usage Intention – Perspective of International Students Studying in Thailand

Sumaia Farzana, Madawala Liyanage Duminda Jayaranjan, Saif Ur Rahman

This paper aims to understand the intention of using e-book among the international students studying in Thailand. The paper adopts Technology

Acceptance Model to comprehend the association between perceived ease of use, perceived usefulness, attitudes, and intention to use e-book for their studies....

+ Article details

+ Download article (PDF)

Proceedings Article

Strategic Orientation and Human Resources Management in Public Sector Organizations in the Society 5.0 Era

Maria Elizabeth Lanny Kusuma Widjaja

Strategic orientation is a principle that guides, directs, and influences organizational activities that produce behavior to ensure organizational survival, performance, and innovation. Public sector organizations in the society 5.0 era have the potential to face various changes, environmental uncertainties,...

+ Article details

+ Download article (PDF)

Proceedings Article

KPI-Based Incentive System and Individual Performance Assessment in "A" Organization in Surabaya

Johny Rusdiyanto

This study focuses on the role of objectivity in individual performance appraisals and the use of the KPI (Key Performance Indicators) system in determining HR incentives. This activity is done to encourage work motivation of "A" organization human resources in the industrial 4.0 era and society 5.0...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Organizational Effectiveness: A Second-order Confirmatory Factor Analysis

Waiphot Kulachai, S. Vuttivoradit, A.P. Tedjakusuma, P. Homyamyen

Organizational effectiveness has caught the attention of scholars for decades since it indicates the efficiency and achievement of an organization. However, measuring organizational effectiveness is quite difficult and controversial since there are various approaches to measure it. Recently, there are...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Ethical Dilemma Decision Making Based on Personality: The Case of Installation of a Keylogger System

Permata Ayu Widyasari

The use of artificial intelligence, including keylogger systems, is unavoidable. Companies install keylogger systems on office computers to ensure that their employee is working effectively and efficiently. Meanwhile, the employee perceived it as spying and breaching their privacy. The study examines...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Antecedents of Knowledge Sharing in Public Sector

Igfar Reza Ahmadi, Riani Rachmawati

Knowledge sharing takes part in supporting the era of society 5.0. This study aims to investigate the role of perceived organizational support (POS), servant leadership, and organizational citizenship behavior (OCB) as the antecedents of knowledge sharing. The data were collected via an online questionnaire...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Effect of Job Rotation and Person-Job Fit On Employee Engagement: The Mediation Role of the Job Satisfaction

Eko Prasetyo Agustian, Riani Rachmawati

This study aims to determine the implementation of human resource management practices, such as job rotation and person-job fit that affect employee engagement through job satisfaction as a mediating variable. Data analysis in this research used explanatory research with a quantitative approach. This...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Measuring the Effectiveness of e-learning in Public Sector

Herina Nurhayati, R. Rachmawati

Electronic learning (e-learning) has been widely adopted by many companies as a strategic tool for the learning and development of their employees, mainly for time and cost-saving. This study aims to assess the effectiveness of e-learning using six constructs of the updated DeLone and McLean information...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Innovation as a Key Solution for MSES' Survival in the COVID-19 Pandemic: A Case Study of MSES in Bogo Village – Bojonegoro Regency – East Java

Elsye Tendelilin, K. D. Noviaty, Karina C. Rani, Nikmatul I.E. Jayani

The Covid-19 pandemic has a significant impact on the economic growth of many countries. Bogo village-Bojonegoro Regency is one of the centers for moringa plants produced by MSE. Moringa plant is a herbal plant that is beneficial for health. During the pandemic, MSEs have been experiencing difficulties...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The Influence of Distributive Justice and Procedural Justice in Job Satisfaction Through Perceived Organizational

Supports (Case Study in GOJEK Surabaya)

Faizal Susilo Hadi, Kharis Septina Liftyawan

This research aims to investigate the effect of distributive justice and procedural justice on drivers' satisfaction. Through perceived organizational support, this research will examine the influence of distributive justice and procedural justice mutualism on drivers' satisfaction. This study was held...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

The High-performance Work Environment and Employee Engagement to Face Changes in the Society 5.0 Era Millennial Workers

Noviaty Kresna Darmasetiawan

This research analyzes the influence of a high-performance work environment and employee engagement on millennials working in companies to face changes in the society 5.0 era. This research used mixed methods, i.e., quantitative methods that are equipped with qualitative methods. Variables tested were...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Post-pandemic Community Resilience: Community and Economic Conditions of Wedi Village

Agustina J.N. Pramudita, J.L. Eko Nugroho

This qualitative study aims to explore and understand the community, its economic conditions, and resilience towards the Covid-19 pandemic. The

study was conducted at Wedi Village in Bojonegoro Regency, Indonesia. This village is well known for its small-medium enterprise products made from salak or...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

International Negotiations in Asian Countries and India: Where Do I start? Impact of Modern Technology?

Yashwant Pathak

Global marketing is becoming an essential aspect of marketing management, and it is an integral part of international business. As the companies are looking for a market for their products, it has become imperative that the people have to build expertise in interacting with culturally diverse groups...

[+ Article details](#)

[+ Download article \(PDF\)](#)

Proceedings Article

Suggestion from Experience of Some Asian Countries Regarding "City-inside City": A Case Study of Thu Duc City of Ho Chi Minh City

Phan Thi Hong Xuan, Nguyen Minh Nhut

On November 16th, 2020, the Socialist Republic of Vietnam's National Assembly had passed the Resolution for Organizing Ho Chi Minh City's urban administration (at the 10th meeting, National Assembly session XIV). By deciding to "implement without the need of testing", the National Assembly expresses...

[+ Article details](#)