



# MSME Categorization In Indonesia: Is It Potentially Problematic?

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**Abstract.** In Indonesia, MSMEs play a critical role in driving the economy through labor absorption and contribution to GDP. Therefore, MSME categorization has been through numerous processes of refinement in order to be implemented as intended to ascertain better empowerment by policymakers and provide unbiased objects for researchers. This paper aims to verify if enacting the latest Government Regulation of The Republic of Indonesia No. 7 of 2021 potentially creates problems such as a change in the number of enterprises for each MSME category. The descriptive analysis method was used to anatomize in-depth interpretation of previous and ongoing MSMEs categorization in the law object, and associated scholarly sources are provided through library research. Through microeconomic evaluation “before-after”, this paper conceives that implementing the law object encompasses potential problems such as a change in the number of MSMEs for each MSME category.

**Keywords:** government regulation · policy · evaluation · implementation · problematic

## 1 Introduction

Micro, Small, and Medium Enterprises (MSMEs) are considered the backbone of the Indonesian economy. Thus, the development of MSMEs is a strategic key in building the economy, coping with unemployment, and alleviating the poverty rate in Indonesia. The existence of MSMEs has proven to be a rigorous solution to the economic crisis in 1998 and has driven the national economy to gain strength. MSMEs contribute 99% of all companies, against 89% of the private sector workforce, and contribute 57% of the country’s GDP [1]. The Ministry of Small and Medium Enterprises Cooperatives noted that 64.2 million MSMEs in Indonesia contributed 61.07% to GDP, absorbed 97% of the total private-sector workforce, and could raise funds to 60.42% of total investment in 2020 [2]. It shows that MSMEs contribute more compared to previous years.

All these facts show the importance of MSMEs as the backbone of national economic strength. Although the number of MSMEs continues to grow, MSME development is always constrained by several factors. As a state organizer, the government has

a social responsibility to encourage the sustainability and development of MSMEs. The government has carried out various efforts to promote, empower, and protect MSMEs.

The Indonesian government has taken several actions to support them as concrete evidence of its contribution to its people. These efforts include issuing some regulations typically focusing on the empowerment of MSMEs. After eight years of Government Regulation No. 17 of 2013 enactment, the government issued Government Regulation No. 7 of 2021 regarding MSMEs' convenience, protection, and empowerment.

Even though some people consider the definition of MSME as clear and straightforward, it does contain ambiguity and can cause controversies regarding the classification of enterprises [3]. Even if it is clear, it can cause controversies regarding implementation. Implementing Government Regulation No. 7 of 2021 brings up some consequences to government policy, such as (a). Empowering existing enterprises, (b). Licensing for enterprises proposing licenses before enacting the government regulation, and (c). Licensing for enterprises that have not proposed licenses before enacting the government regulation.

The enactment of Government Regulation No. 7 of 2021 for the establishment or registration of enterprises that have not proposed license before the enactment of the government regulation, the criteria referred in article 35 paragraph (1). Then enterprises proposing licenses before the enactment of the government regulation will still be carried out according to the provisions of the laws and regulations before this Government Regulation comes into effect (Transitional Provisions of Article 140 point) b). Furthermore, to provide convenience, protection, and empowerment of MSMEs and the criteria for working capital as referred to in Article 35 paragraph (3), the criteria for annual sales results as referred to in Article 35 paragraph (5) are used. Article 35 paragraph 6: For businesses that have carried out activities prior to enacting this Government Regulation (existing enterprises): convenience, protection, and empowerment for MSMEs that meet the criteria for annual sales results as referred to in Article 35 paragraph (5).

Based on this background, the primary purpose of this research is to investigate the possibility of problems in the implementation of Article 35 paragraph 6 in government regulation number 7 of 2021 on existing enterprises. For this reason, the research question that will be answered in this paper is: what is the impact of implementing Article 35 paragraph 6 enactment of Government Regulation Number 7 of 2021 regarding the number of MSME business units that get the right to convenience, protection, and empowerment?.

## 1.1 Government Policy

A policy is defined as an action proposed by an individual, a group, or a government in a certain environment, giving constraint and opportunity to the policy proposed to use and deal with to achieve an objective or realize a certain target or purpose [4]. In addition, a policy is regarded as a projected program of goals, values, and practices [5]. Moreover, a policy as permanent and repeated behavior related to the business existing in and through government to solve the public problem [6]. There are three levels of policy, namely (a) public policy, the one becoming guideline or implementation instruction, either positive or negative, involving all corresponding areas or institutions; (b) implementation policy, the one elaborating public policy, for central level, government regulation about the implementation of the law; and (c) technical policy, the operational policy existing under

the implementation policy [7]. The government has the authority to make many policies. The term policy is used more frequently and broadly concerning the government's action and behavior of the state in general.

## 1.2 Benefits of Policy Evaluation

Evaluation is a key component of the policy cycle or the process of conceiving, developing, implementing, and modifying public policies [8]. Evaluation refers to measuring and assessing the impacts and merits of government policies, strategies, and programs. It determines the appropriateness, effectiveness, and efficiency of government policies and programs that contribute to policy improvements and innovation [9]. Evaluation helps determine the success of earlier steps in the policy development cycle, whether the program had the intended impacts and met its objectives, and whether things can be done better in the future [9]. Evaluation is a valuable activity.

A properly planned and executed evaluation positively impacts stakeholders such as government, agencies, public servants, and the community [9]. Evaluation beneficially increases the ability of government to achieve goals and increase public trust, more information to assist decision making, more efficient resource allocation, and many more. The evaluation also helps agencies build the organization's reputation to innovate and continuously improve. Evaluation for agencies can also be a solid basis for obtaining information on objectives and budget allocations. For public servants, evaluation can help develop skills and experience. Then with evaluation, civil servants can develop a more dynamic and creative work environment to improve performance. Last but not least, evaluation can be useful for developing better government services so that people can have more confidence in government programs due to efficiency, transparency, accountability, and well execution which results in benefits for the government, agencies, public servants, and the community [9].

## 1.3 Evaluation Types

There are three evaluations during different phases of the policy process: policy evaluation, policy implementation evaluation, and policy impact evaluation [10]. First, policy content evaluation is an evaluation that assesses whether the content clearly describes the policy, its implementation, and the rationale for why the policy will produce the desired change. Evaluating policies aims to support understanding of context, content, and implementation. Second, the evaluation of policy implementation is an evaluation that assesses whether the policy has been implemented in accordance with the plan. Implementation of a policy is considered an important component in understanding the effectiveness of a policy. Policy evaluations can provide important information about barriers and providers of implementation as well as comparisons between the different components of implementation. Third, policy impact evaluation is an evaluation that assesses whether the policy produces the expected effects and effects. In wound prevention, the expected impact can be a reduction in injury or wound severity. However, it is also important for short and medium-term results. In this paper, evaluation of the three types of evaluation refers to evaluating policy implementation [10].

## 2 Research Methods

This paper uses descriptive analysis, which utilizes the microeconomic evaluation “before-after” method to achieve the research objectives and answer the research questions [11]. Microeconomic evaluation “before-after” is a comparative study that identifies and compares particular outcomes before and after a program or event starts regarding the variables that may describe the situation of the individuals and organizations involved in the program. In this paper, the impact was estimated by reducing the data that reflect the situation after from the data that reflect the situation before. This paper limits the categorization of existing MSMEs based on annual sales criteria in which Government Regulation No. 7 of 2021 is the pole. In other words, the old program referred to categorization based on annual sales of Law No. 20 of 2008 and the new event referred to Government Regulation No. 7 of 2021 categorization.

## 3 Results and Discussion

Concerning the sustainability and development of SMEs, the Government of Indonesia has published many policies. The three regulations related to this paper are Law No. 20 of 2008, Government Regulation No. 17 of 2013, and Government Regulation No. 7 of 2021.

Regarding the empowerment of enterprises that already existed before government regulation number 7 of 2021 came into effect, the question arises: will the enactment of government regulation number 7 of 2021 result in changes in the number of MSME business units? If so, this will create potential problems in empowering MSMEs in Indonesia.

The total number of big enterprises and MSMEs as stated in the Law No. 20 of 2008 is equivalent to the total number of big enterprises, and MSMEs stated in Government Regulation No. 7 of 2021. Even though the number of enterprises existing after implementing Government Regulation No. 7 of 2021 remains the same, a change in the number of enterprises for each criterion potentially emerges due to modifications from previous and ongoing provisions.

The discussion will focus on article 35 paragraph (6) Government Regulation No. 7 of 2021, which recategorizes existing enterprises based on the annual sales criteria of article 35 paragraph (5) Government Regulation No. 7 of 2021, henceforth be referred to as new criteria. Previously categorized existing enterprises are assumed to be categorized based on annual sales criteria of Law No. 20 of 2008, which will henceforth be referred to as old criteria. The previous criteria of micro, small, medium, and large enterprises according to Law No. 20 of 2008 can be seen in Table 1.

For businesses operating before the Government Regulation No. 7 of 2021 comes into effect use, new annual sales criteria of micro, small, medium, and large enterprises according to Government Regulation No. 7 of 2021 can be seen in Table 2.

### 3.1 Big Enterprise Categorization

There is no difference in the number of large business units between classification according to old criteria and classification based on new criteria due to the similarity of criteria

**Table 1.** Law No. 20 of 2008 Enterprise Criteria

| Type of Enterprise | Criteria               |                           |
|--------------------|------------------------|---------------------------|
|                    | Net Worth (Million Rp) | Annual Sales (Million Rp) |
| Micro Enterprise   | $NW \leq 50$           | $S \leq 300$              |
| Small Enterprise   | $50 < NW \leq 500$     | $300 < S \leq 2.500$      |
| Medium Enterprise  | $500 < NW \leq 10.000$ | $2.500 < S \leq 50.000$   |
| Large Enterprise   | $10.000 < NW$          | $50.000 < S$              |

**Table 2.** Government Regulation Of The Republic of Indonesia No. 7 of 2021 Enterprise Criteria

| Type of Enterprise | Criteria                      |
|--------------------|-------------------------------|
|                    | Annual Sales (Million Rupiah) |
| Micro Enterprise   | $S \leq 2.000$                |
| Small Enterprise   | $2.000 < S \leq 15.000$       |
| Medium Enterprise  | $2.500 < S \leq 50.000$       |
| Large Enterprise   | $50.000 < S$                  |

**Table 3.** Categorization Of Big Enterprise And MSME

| Type of Enterprise | Annual Sales (Million Rupiah)       |                    |
|--------------------|-------------------------------------|--------------------|
|                    | Government Regulation No. 7 of 2021 | Law No. 20 of 2008 |
| Big Enterprise     | $50.000 < S$                        | $50.000 < S$       |
| MSME               | $S \leq 50.000$                     | $\leq 50.000$      |

provision – companies with annual sales results of more than 50,000. Because the enactment of Government Regulation No. 7 of 2021 does not change the number of big enterprises and MSMEs (Tables 3 and 4).

### 3.2 MSME Categorization

The number of enterprises meeting the new criteria as Medium Enterprises will be less than those that meet the old criteria as Medium Enterprises. The enterprises that were previously categorized as Medium Enterprises (those that meet the criteria of  $2,500 < S \leq 50,000$ ) will partly be categorized as Medium Enterprises (i.e., those that meet the criteria of  $15,000 < S \leq 50,000$ ) in the new criteria, while others in the range of  $2,500 < S \leq 15,000$  will be included in the category of Micro and Small Enterprises (Tables 5 and 6).

**Table 4.** Results Of Big Enterprise And MSME Categorization

| Type of Enterprise | Annual Sales (Million Rupiah)       |                    | Result                   |
|--------------------|-------------------------------------|--------------------|--------------------------|
|                    | Government Regulation No. 7 of 2021 | Law No. 20 of 2008 |                          |
| Big Enterprise     | $50.000 < S$                        | $50.000 < S$       | No Change in unit number |
| MSME               | $S \leq 50.000$                     | $\leq 50.000$      | No Change in unit number |

**Table 5.** Categorization Of MSME, Medium Enterprise, and Small Enterprises

| Type of Enterprise | Annual Sales (Million Rupiah)       |                         |
|--------------------|-------------------------------------|-------------------------|
|                    | Government Regulation No. 7 of 2021 | Law No. 20 of 2008      |
| MSME               | $S \leq 50.000$                     | $S \leq 50.000$         |
| Medium             | $15.000 < S \leq 50.000$            | $2.500 < S \leq 50.000$ |
| Micro and Small    | $S \leq 15.000$                     | $\leq 2.500$            |

**Table 6.** Results Of MSME, Medium Enterprise, and Small Enterprises Categorization

| Type of Enterprise  | Annual Sales (Million Rupiah)       |                         |
|---|-------------------------------------|-------------------------|
|   | Government Regulation No. 7 of 2023 | Law No. 20 of 2008      |
| MSME<br>Result: No Change   | $S \leq 50.000$                     | $S \leq 50.000$         |
| Medium<br>Result: Decreased by units having<br>$2.500 < S \leq 15.000$          | $15.000 < S \leq 50.000$            | $2.500 < S \leq 50.000$ |
| Micro and Small<br>Result: Increased by units having<br>$2.500 < S \leq 15.000$ | $S \leq 15.000$                     | $\leq 2.500$            |

### 3.3 Micro and Small Categorization

Before enacting Government Regulation no. 7 of 2021, a company was classified as a Micro and Small Enterprise if the annual sales result was less or equal to 2,500 (:  $S \leq 2,500$ ). Meanwhile, after Government Regulation no. 7 of 2021 is enforced, the company is classified as a Micro and Small Enterprise if the annual sales result is less than or equal to 15,000 (:  $S \leq 15,000$ ) (Tables 7, 8 and 9).

Thus, the number of businesses classified as Micro and Small Enterprises at the time of enactment of Government Regulation No. 7 of 2021 will be more than when

**Table 7.** Categorization Of Micro and Small Enterprises, And Micro Enterprise

| Type of Enterprise | Annual Sales (Million Rupiah)       |                       |
|--------------------|-------------------------------------|-----------------------|
|                    | Government Regulation No. 7 of 2021 | Law No. 20 of 2008    |
| Micro and Small    | $S \leq 15.000$                     | $S \leq 2.500$        |
| Small              | $2.000 < S \leq 15.000$             | $300 < S \leq 50.000$ |
| Micro              | $S \leq 2.000$                      | $S \leq 300$          |

**Table 8.** Results Of Micro And Small Enterprises Categorization

| Annual Sales (Million Rupiah)                     |                    |
|---|--------------------|
| Government Regulation No. 7 of 2021               | Law No. 20 of 2008 |
| $S \leq 15.000$                                   | $S \leq 2.500$     |
| Increased by units having $2.000 < S \leq 15.000$ |                    |

**Table 9.** Results Of Small Enterprises Criteria

| Annual Sales (Million Rupiah)   |                      |
|---|----------------------|
| Government Regulation No. 7 of 2021   | Law No. 20 of 2008   |
| $2.000 < S \leq 15.000$   | $300 < S \leq 2.500$ |
| Increased, if there are more business in the range of $2.500 < S \leq 15.000$ than those in the range of $300 < S \leq 2.000$           |                      |
| Constant, if there number of business in the range of $2.500 < S \leq 15.000$ is the same as those in the range of $300 < S \leq 2.000$ |                      |
| Decreased, if there are fewer business in the range of $2.500 < S \leq 15.000$ than those in the range of $300 < S \leq 2.000$          |                      |

Government Regulation No. 7 of 2021 has not been enacted. The increase is equal to the number of businesses that have annual sales of more than 2,500 but less or equal to 15,000 ( $2,500 < S \leq 15,000$ ).

Prior to the enactment of Government Regulation No. 7 of 2021, a company was classified as a Small Enterprise if the annual sales are more than 300 but less or equal to 2,500 ( $300 < S \leq 2,500$ ). Meanwhile, after Government Regulation no. 7 of 2021 is enforced, the company is classified as a Micro and Small Enterprise if the annual sales are more than 2000 but less or equal to 15,000 ( $2,000 < S \leq 15,000$ ).

On the one hand, the implementation of Government Regulation No. 7 of 2021 has the potential to increase the number of business units, namely from businesses that are in the range of  $2,500 < S \leq 15,000$ ; but on the other hand, no longer covering businesses in the range of  $300 < S \leq 2,000$  as Small enterprises will have an impact on reducing the number of Small Enterprises. The difference between the number of businesses in

**Table 10.** Results of Micro Enterprises Categorization

| Annual Sales (Million Rupiah)                  |                    |
|--|--------------------|
| Government Regulation No. 7 of 2021            | Law No. 20 of 2008 |
| $S \leq 2.000$                                 | $S \leq 300$       |
| Increased by units having $300 < S \leq 2.000$ |                    |

the range of  $2,500 < S 15,000$  and those in the range of  $300 < S 2,000$  will determine whether there will be an increase, a decrease, or no change in the number of Small Enterprises.

Prior to the enactment of Government Regulation No. 7 of 2021, the company was classified as a Micro Enterprise if the annual sales revenue was less or equal to 300. Meanwhile, after Government Regulation No. 7 of 2021 is enacted, the company is classified as Micro Enterprise if the annual sales revenue is less or equal to 2,000. It is clear here that the enactment of Government Regulation no. 7 of 2021 has an impact on increasing the number of Micro Enterprises. The large increase in the number of Micro Enterprises is as many as companies in the range of  $300 < S 2,000$  (Table 10).

The number of big enterprises and MSME do not change due to the similarity of provision between new and old criteria. On the other hand, MSME potentially changes in number for every categorization. The number of medium enterprises will decrease, but Micro and Small Enterprises will increase. The increase of small and micro enterprises raises several possibilities. Small enterprises either increase, constant or decrease depending on the marginal change. However, micro-enterprises will increase in number. These changes in the number of enterprises in every category bring out the potential problem due to differences in authorities conducting the empowerment and development based on Law of Indonesia No. 23 of 2014.

## 4 Conclusion

This paper is meant to be a steppingstone for encouraging empirical work on delineating and defining MSME businesses in Indonesia using descriptive analysis, which utilizes the microeconomic evaluation “before-after” method specifically on criteria of MSME of Law No. 20 of 2008 Government of Indonesia and Government Regulation No. 7 of 2021. This study aims to investigate whether the enactment of government regulation number 7 of 2021 results in changes in the number of MSME business units. This paper only evaluates the impacts of enacting government regulation number 7 of 2021 paragraph (6) on existing enterprises that were previously assumed to be categorized using annual sales categorization according to Law No. 8 of 2008. Based on the results, even though the number of Enterprises existing when the Government Regulation No. 7 of 2021 comes into effect remains the same, a change in the number of MSMEs for each criterion potentially emerges due to modifications from previous and ongoing regulations. The number of big enterprises and MSME do not change due to the similarity of provision between new and old criteria. On the other hand, MSME potentially changes in number



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Further research from different perspectives, including net worth categorization in Law No. 20 of 2008 Government of Indonesia or different objects such as business candidates, is very recommended. Moreover, evaluations of this present study are only based on conceptual thinking. So, further empirical studies are suggested for future research.

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Since 1994, Indonesian financial accounting standards has referred to as International Accounting Standards/IAS (or International Financial Reporting Standards/IFRS started in 2001). Then, as a G20 member commitment, Indonesia took a more major step by developing standards that have been convergence...

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PREFACE

## The Use of CGM Web System as Cost of Goods Manufactured Monitoring in the Industrial Revolution 4.0 Era

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**Dimas P. Sanwasi, Dinar R. Tanjungsari**

The implementation of the Internet of Things (IoT) concept can support the implementation of the Business Intelligence information system in a company. The advancement in information technology, especially in wireless networks, must be utilized as optimally as possible to improve a company's operations....

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**Proceedings Article**

## Hulontalo Ethnic's Values in Making Business Capital Funding Decisions

**Muh. Sabir Mustafa, Ubud Salim, Nur Khusniyah Indrawati, Siti Aisjah**

This study aims to explore and understand the Hulontalo ethnic group in the furniture business in Gorontalo City values in making business capital funding decisions. This research was conducted with a qualitative approach using Spradley's ethnographic design as the analysis knife and the Developmental...

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**Proceedings Article**

## Comparison of Optimal Portfolio Before and During the Covid-19 Pandemic: Testing on LQ45

**Evelyn Kusuma, Putu Anom Mahadwartha, Endang Ernawati**

[HOME](#)  
~~This study forms an optimal portfolio using a single index model on LQ45 index stocks and compares its performance before and during the Covid-19 pandemic. Return, risk, Sharpe ratio, and Treynor ratio are compared between the period before and during the pandemic. The calculation of excess return to...~~

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### Proceedings Article

## Credit Restructuring for Bank Debtors Affected by the Covid 19 Pandemic

Sugeng Hariadi, Firsya Ayu Novita

This study aims to examine how the acceleration of economic recovery can predict the success of restructuring non-performing loans for bank debtors due to the Covid-19 pandemic. A triangulation method with a qualitative approach was conducted to investigate primary data obtained from interviews with...

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### Proceedings Article

## Levers of Control Management Control System and the Company Competitiveness

William Kurniawan, Fidelis Arastyo Andono

A management control system (MCS) is one crucial element that supports a company in undertaking its formulated strategy. This research aims to investigate the role of MCS in maintaining or improving the company's competitiveness through its strategy. This research design is a qualitative case study of...

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[Driving Factors for Digital Technology Innovation in Financial Markets in Indonesia](#)

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Agus Zainul Arifan, Khairina Natsir, Made Setini, Herie Darmawan

This study aims to investigate the relationship between Perceived Usefulness and Perceived Risk on Intention to Use mediated by attitude on the use of Fintech with the Technology Acceptance Model (TAM) and the Theory of Planned Behavior (TPB) theoretical approaches. The testing of the model used primary...

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Jonathan Bryan, Deddy Marciano, Endang Ernawati, James Bartle

This study aims to analyze the effect of loan information (i.e., number of lenders, loan amount, and loan maturity) and borrower characteristics (i.e., public, firm size, leverage, and profitability), as well as control variables such as country and year on syndicated loan, spread in public companies...

[+ Article details](#)[+ Download article \(PDF\)](#)[Proceedings Article](#)[Factors Affecting the Capital Structure of Non-financial Business Entities Listed in the IDX for the 2016–2020 Period](#)

HOME **Adityawan Slamet, Endang Ernawati, Werner Ria Murhadi**

PREFACE **This research aims to analyze the determinants of a firm's factors that influence capital structure. The variables used were profitability, growth, tangibility, non-debt tax shield, liquidity, and size. This research used a quantitative approach by using multiple linear regression. This research samples...**

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## The Effect of Dividend Policy, Profitability, and Leverage on Share Price Volatility of Service Sector Enterprise Indexed on the Indonesia Stock Exchange During 2015–2019

Shieryn Fiorenza, Liliana Inggrit Wijaya, Bertha Silvia Sutejo

This research analyzes the effect of dividend payout ratio, dividend yield, earnings volatility, and debt-to-equity ratio on share price volatility in service sector enterprise indexed on the Indonesia Stock Exchange during the 2015–2019 period. This study used a quantitative approach with multiple linear...

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## Control Mechanism Analysis in Mediating Market Valuation on Firm Performance in Indonesia

Nisrul Irawati, Lisa Marlina

The market valuation offers the opportunity to examine the firm performance, especially as the firm goes public. However, management often puts their interests above the interests of investors; therefore,



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management movement needs to be limited by a control mechanism that  
~~will reduce agency conflict....~~

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## Types I, II, III Agency Problems, Firm Value, and National Governance Quality A Case Study of Indonesian and Singaporean Companies

Septiana Sihombing, Isfenti Sadalia, Amlis Syahputra Silalahi

Corporate governance is mostly studied in developed countries such as the US, UK, and some developed countries in Europe, which focuses on Type I agency problems (shareholder-manager), and there is a dearth of types of agency problems such as type II problems (shareholder-shareholder) and type III problems...

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PREFACE

## Good Corporate Governance on Firm Value in the LQ45 Index (Indonesia Stock Exchange)

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**Nurhisa Borliani Siregar, Isfenti Sadalia, Amlys Syahputra Silalahi**

The company does not only aim to seek profit but also to maximize its value, which is reflected in the company's share price. Good corporate governance is a system that regulates the relationship between managers, creditors, and employees by considering their rights and obligations to create added value...

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## The Effect of Financial Literacy, Risk Perception, Overconfidence, and Investment Experience on Cryptocurrency Investment Decision

**Dian Mahardi Lestari, Isfenti Sadalia, Amlys Syahputra Silalahi**

An investment decision is a discretion adopted by investors in selecting or determining the placement of their investment funds. Investments are always fraught with uncertainty, as the investment occurs in the present while the benefits come in the future. Investment is essentially the deployment of...

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## Optimal Return Analysis Using Ichimoku Kinko Hyo on the LQ45 Indonesia Stock Exchange

HOME [Elen Losman, Isfenti Sadalia, Chairul Muluk](#)

PREFACE [One of the indicators used in technical analysis to analyze stock trends is](#)

~~Ichimoku Kinko Hyo. Ichimoku Kinko Hyo itself has four components:~~

ARTICLES

~~Tenkan Sen, Kijun Sen, Chikou Span, and Kumo. The four components can~~

~~be used independently, in pairs, or as a whole. This study aims to analyze~~

~~the rate of return...~~

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### Proceedings Article

## The Influence of Profitability, Leverage, and Market Value on Income Smoothing in Coal Mining Industries Listed on the Indonesia Stock Exchange

Andreas Turnip, Isfenti Sadalia, Rina Bukit

This study aims to analyze the effect of profitability, leverage, and market value on income smoothing in Coal Mining industries listed on IDX. An important information for investors is profit and loss performance. Profit gives a signal that the company's performance is in a positive trend so that it...

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## The Effect of Profitability, Liquidity, and Financial Leverage on Stock Prices in Property and Real Estate Companies Listed on the Indonesia Stock Exchange

S. Royan Sumando, Isfenti Sadalia, Abdilah Arif Nasution

The objectives of this study is to analyze the effect of profitability, liquidity, and financial leverage on the stock prices of property and real estate

HOME ~~companies listed on the Indonesia Stock Exchange (IDX). The property and real estate industry growth of a country can be an indicator of its economic...~~

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## The Effect of Profitability, Leverage, Incentive, and Gender Diversity on Tax Avoidance in Coal Sub-sector Companies Listed on the Indonesia Stock Exchange (IDX)

Maria Br Sihaloho, Iskandar Muda, Nisrul Irawati

Based on financial report data published by coal sub-sector companies on the IDX website from 2018 to 2020, this study attempts to assess the effect of profitability, leverage, incentives, and gender diversity on tax avoidance. In this study, sampling was done with the use of the STATA program and multiple...

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## Investment Capital and Stock Return on Investment Interest in Millennial Generation in Indonesia

Andriansyah, Isfenti Sadalia

This research aims to determine the effect of investment capital and stock returns on investment interest in the millennial generation in the capital market. This research is associative research with a quantitative descriptive approach. This research was conducted in the city of Medan with a sample...

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## Analysis of MSME Financial Intelligence Level in the Utilization of Peer to Peer (P2P) Lending as a Financing Alternative in Batam City

AUTHORS

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**PUBLISHING INFORMATION**  
Rony Ukurta Darus, Isfenti Sadalia, Chairul Muluk

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Micro, Small, and Medium Enterprises (MSME) is Indonesia's main corporate sector, with 97% of Indonesia's total workforce. Capital fulfillment is one of the obstacles to MSME's development. While most Indonesian MSMEs have various weaknesses in meeting banking requirements for financing, technological...

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## The Effect of Operational Efficiency, Marketing Effectiveness, and Leverage on the Financial Performance of PT Pelabuhan Indonesia (PERSERO) Regional I

Rizka Ameylina Nasution, Iskandar Muda, Nisrul Irawati

This study aims to analyze the performance of PT Pelabuhan Indonesia (Persero) Regional I as part of the Indonesian logistics chain. The efficiency and effectiveness of PT Pelabuhan Indonesia (Persero) Regional I are expected to reduce logistics costs to realize economic development in the Western region...

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## HOME [Review of Behavioral Finance from an Inventor's](#)

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[Bebby Kendida Hasibuan, Isfenti Sadalia](#)

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[This study aims to determine how the development of behavioral finance from year to year. As we know, developments regarding today's investment decision-making are heavily influenced by behavioral finance. This is because, in several studies, it is known that an investor can behave irrationally in making...](#)

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### [The Role of Green Accounting and Corporate Social Responsibilities to Improve Maritime Tourism Quality in North Sulawesi](#)

[Victorina Z. Tirayoh, Herman Karamoy, Christian V. Datu, Christoffel Mardy O. Mintardjo](#)

Green accounting and corporate social responsibility (CSR) play an essential role in improving the quality of human life and nature. The quality of maritime tourism faces various issues; thus, there is a need for synergy in the business world by implementing green accounting and CSR so that maritime-based...

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### [The Effect of Macroeconomic Variables on Kompas 100 Indeks on the Indonesia Stock Exchange](#)

[Pernando Simamora M, Nisrul Irawati, Chairul Muluk](#)

**This study aims to determine the effect of macroeconomic variables, inflation, economic growth, interest rate, exchange rate, and unemployment rate on the KOMPAS 100 Index on the Indonesia Stock Exchange. The sample in this study used the KOMPAS 100 Stock Price Index data from 2015 to 2020 with monthly...**

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### Proceedings Article

## Green Organizational Culture as Mediator of the Effect of Knowledge Creation on Green Performance

Faizal Susilo Hadi, Sri Wartini, M. E. Lanny Kusuma Widjaja

Limited resources and environmental degradation encourage green economy practices. Green performance can not only be assessed from the production results in the form of products or services in one production chain, but it is a production process in a sustainable cycle or known as a circular economy....

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### Proceedings Article

## Competitive Advantage Strategy of Port Enterprise in Indonesia

### A Case Study of Eastern Indonesian Ports

Andi Iswoyo, Aminatuzzuhro, Yanuar Fauzuddin, Hendrik Rizqiawan, Supriyanto

In general, ports in Indonesia do not have sound capabilities to face competition with foreign ports. For example, Pelindo III is the largest port company in Indonesia that controls the logistics distribution area of Eastern Indonesia and also faces global port competition. This study

HOME explores the competitive...

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Will Education Return to Normal?

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Investigating Public Opinions on Covid-19 School Reopening

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Bobby Ardiansyahmiraja

All educational institutions are currently reopening because the global community is more prepared and has the resources needed to control the spread of Covid-19. However, after years of online dominated learning, reopening schools and universities is not a simple task. Authorities need to understand...

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The Effect of Perceived Price Fairness, Product Quality, and Service Quality on Customer Loyalty with Customer Satisfaction Mediation on Shopee Consumers

Mohammad Nadhiful Fiqqih

This study aims to examine the effect of product price fairness, product quality, and service quality on customer loyalty by customer satisfaction mediation. This research was conducted on Shopee consumers in Surabaya. This study used quantitative methods with PLS (partial least square) test equipment....

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## MSME Categorization In Indonesia: Is It Potentially Problematic?

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Henrycus Winarto Santoso, Noviaty Kresna Darmasetiawan, Made Siti Sundari, Raymond Lim, Erisa

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In Indonesia, MSMEs play a critical role in driving the economy through labor absorption and contribution to GDP. Therefore, MSME categorization has been through numerous processes of refinement in order to be implemented as intended to ascertain better empowerment by policymakers and provide unbiased...

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**Proceedings Article**

## Potential Spillover from Foreign Companies Evidence from the Indonesian Convection Industry

Cynthia Yohanna Kartikasari, Suyanto Suyanto

The textile industry in Indonesia is fascinating to study due to its essential role in the Indonesian economy and as a strategic sector for employment. While imported items continue to dominate raw material supply in this sector, Foreign Direct Investment (FDI) inflows will bring about externality effects...

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**Proceedings Article**

## Collaborative Strategy to Maintain Sinona Indonesia's Financial and Operational Sustainability in the New Normal Era

HOME [Noviaty K. Darmasetiawan, Henrycus W. Santoso](#)

PREFACE [This study aims to analyze \(1\) the pentahelix network collaboration strategy carried out by Sinona Indonesia in the new normal era; \(2\) the role of the collaboration strategy in the pentahelix network in maintaining the financial and operational sustainability of Sinona Indonesia in the new normal era,...](#)

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## Integrating Social Cognitive and Social Capital Theory in Using Telemedicine in Pandemic Period

Andri Rianawati, Flora Ramona Sigit Prakoeswa, Zainul Mustofa, Cita Rosita Sigit Prakoeswa, Aza Rosmala

During the Covid-19 outbreak, the usage of telemedicine has increased. This study has a goal to see how the integration of social cognitive and social capital theory affects users' inclinations to use telemedicine during pandemic turbulence. Individual relationships and social structure are discussed...

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### Proceedings Article

## The Use of Non-cash Payment Methods During The National Economic Recovery

Bambang Budiarto

This study aims to determine the proportion ratio between people who have more income and sufficient income when using a non-cash payment method. The division of two groups of people's income is based on The Regulation of the Minister of Manpower of the Republic of Indonesia No. 14

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## Grouping of Tourist Preferences Towards Tourist Villages in East Java Based on Facial Recognition and Background

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Siti Mujanah, Candraningrat Candraningrat, Sumiati, Lutvi Abdullah, Nur Fitriani, Elvira Aulia Fijannah

The research aims to propose a new method for the analysis based on face and picture content recognition technologies, travel habits, and preferences that were grouped by age, gender, and the background of tourist attractions utilized by photographers. This study uses content analysis to identify potential...

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**Proceedings Article**

## Developing Model of Digital Leadership for the New Normal Age

Setyo Budianto, Ubud Salim, Wahdiyat Moko, Nur Khusniyah

The new normal is a new order created to adapt to the Covid-19 pandemic, a new habit built on adaptation to promote a clean and healthy lifestyle. The pandemic is a real-life example of a volatile-uncertain-complex-ambiguous (VUCA) world. It has resulted in huge changes in leadership and management of...

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## Frugal Lifestyle Trend Among Generation Z How Do They Spend Money?

[Prita Ayu Kusumawardhany](#)[AUTHORS](#)

**This research is based on the phenomenon of Generation Z's life as the next generation who spends their expenses sparingly due to several current global threats such as the depletion of global resources, the climate crisis, to the Covid-19 pandemic. This frugal lifestyle behavior is characterized differently...**

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## Internal Locus of Control, Entrepreneurial Learning, Risk Tolerance on Self-efficacy, and Entrepreneurial Intention

Denis Fidita Karya, Mohamad Yusak Anshori, Rizki Amalia Elfita, Laila Alfi Sahrin, Mira Nirmala Gita

The high unemployment rate in Indonesia is dominated by highly educated people, including senior high school, college, and diplomas. This is undoubtedly a concern of the government. To reduce the high unemployment rate, education is needed especially concerning the importance of having entrepreneurial...

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**Proceedings Article**

## Domestic Consumption: Relative Product Quality Ethnocentrism, and Domestic Product Belief

Mohamad Yusak Anshori, Denis Fidita Karya, Rizki Amalia Elfita, Laila Alfi

Sahrin, Mira Nirmala Gita

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PREFACE

The increasing number of cosmetics imports in Indonesia has resulted in the domestic cosmetic industry has to compete with foreign products. This study aims to determine consumer behavior in using local products using

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cognitive (quality evaluation), normative (social and personal norms relating to the...

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## The Effect of Financial Literacy and Financial Inclusion on MSMEs Performance (Case Study in MSMEs Assisted by SME & IKM DPW North Sumatra Province)

Mangihut Parlindungan Aritonang, Isfenti Sadalia, Chairul Muluk

The performance of Micro, Small, and Medium Enterprises (MSMEs) has a vital role in the economy in Indonesia. Reaching 99.9% of the total businesses in Indonesia, MSMEs contribute significantly to job creation and employment. However, they still face many problems, especially capital problems, which...

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## Supply Chain Management Strategy in Building a Competitive Advantage Through the Implementation of Logistic 4.0

Fausta Air Barata, Gustaf Naufan Febrianto, Muhammad Yasin

This study aims to examine supply chain management in building competitive advantage through logistics. This study indicates that: 1)

HOME **Strategic supply chain management is achieved to win the supply chain or at least survive in market competition. Efficient and robust logistics 4.0 must rely on technology...**

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## Predicting Digital Business Startup Intention in SEA: TPB-PC Model Test A Case Study of Indonesian Students

Christoffel Mardy O. Mintardjo, Achmad Sudiro, Mintarti Rahayu, Sudjatno Sudjatno

Digital business startups are essential engines for innovation and economic growth in Industry 4.0 era and digital civilization. These digital technology-based businesses can grow and develop rapidly when new desires and ideas arise from entrepreneurs to establish digital business ventures. This study...

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## The Change of a Poor Paradigm to a Rich Paradigm Through the NU Coin Movement Process (A Case Study on the Zakat Infaq and Alms Institution MWC NU Kalidawir, Tulungagung Regency)

M. Yusuf Azwar Anas, Armanu Thoyib, Sudjatno, Risna Wijayanti

Poverty is a problem in many countries worldwide. Poverty can be in the form of poor wealth or mental poverty. This study aims to explain changing the poor paradigm to the rich through the NU Coin movement carried out by the amil zakat and infaq institutions of Nahdlatul Ulama. Community

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[Self-regulation and Learning Outputs of Filipino MOOC Learners](#)

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Junard Duterte, Gilbert Importante

During the coronavirus pandemic, scholars study how learners pursue lifelong learning in open and distance education since few studies investigate this issue. This study aims to discover a learning model that would increase the students' online learning engagement and course completion in Massive Open...

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[Unraveling Cultural Intelligence and Its Impact on Perceived Employability Among Undergraduate Students in Philippines' Public Universities](#)

Daniel Fritz V. Silvallana, Maartandan S. Suppiah

Managing a multicultural environment has been increasingly challenging in the workplace. Higher education institutions are expected to play an active role in developing and promoting necessary skills for students to be adaptive in a diverse workplace after graduation. Cultural intelligence becomes a...

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PREFACE

~~Behind Knowledge Hiding Behavior~~

~~AT Case Study of CV. Tirta Monsager-Indonesia~~

~~Elsye Tandelilin, Noviaty Kresna Darmasetiawan, I. Gusti Ayu Kade Dewi~~

~~AUTHORS~~

~~Laksmi Wiryana~~

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~~The study aims to understand the reasons behind knowledge hiding~~

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~~behavior. Knowledge hiding is a common phenomenon in organizations done intentionally by an individual to withhold or conceal knowledge that another has requested. Knowledge hiding becomes a contrarian behavior that violates the organization's...~~

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**Proceedings Article**

Employee Service Innovative Behavior in the Public Sector:  
The Role of Proactive Personality and Work Engagement

Anni Fitriana, Aryana Satrya

This study aims to examine the critical role of proactive personality on the employee service innovative behavior and the indirect effect of mediation of work engagement. 323 complete responses from full-time frontline employees in Indonesia's public service organization were used and analyzed with Structural...

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**Proceedings Article**

The Influence of Work Ability, Work Environment and  
Organizational Culture on Employee Performance with  
Motivation as a Mediating Variable



Firdaus Lismanto

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**The purpose of this study is to investigate the factors that contribute to the decline in employee performance at ABC Company, specifically work ability, organizational culture, work environment, and motivation. This type of research employs quantitative methods in applied business research.**

**The sample...**

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The Effect of Privacy (Security) Settings, Application Design, and E-Trust on E-Relationship Satisfaction and E-Loyalty on GoFood in Surabaya

Ahadin Mintarum

This study aims to examine privacy (security) settings, application design, and e-trust on e-relationship satisfaction and e-loyalty on GoFood in Surabaya. This study used a quantitative approach with the partial least square (PLS) method by distributing questionnaires to 100 respondents who used the...

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### Proceedings Article

Mediating Effect of Psychology Empowerment on the Influence of Knowledge Sharing to Lecturer Performance: An Empirical Study in UBP Karawang

Enjang Suherman, Suroso, Budi Rismayadi, Sihabudin

Lecturers' academic positions, university accreditation ratings, and lecturers' education levels that are not yet optimal indicate that lecturers'

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performance is still not optimal. The government's efforts by providing  
scholarships, training, and grants are a form of empowering lecturers. In  
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addition,...

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## The Impact of Employees' Paradox Mindset on Innovative Behavior Mediated by Thriving at Work: A Quantitative Study of Banking Employees

Maria Fillippa Neri Indrawati, Aryana Satrya

This study analyzes the relationship between employees' paradox mindset and IWB. This study also investigates thriving as mediating variable in the relationships between employees' paradox mindset and IWB. Individual innovation is accompanied by paradoxical tension. Adopting a paradox mindset, which...

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## Proceedings Article

## Work from Home During the Covid-19 Pandemic in Civil and Public Service Context What Could Be Learned From It?

Rasmulia Sembiring, Winarto

The Covid-19 pandemic has forced people to discover a new way to work, study, learn and socialize. The terminology "work from home" is not new in the literature and practices; however, it became more and more popular around the world during the Covid-19 pandemic. The present research aims to explore...

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**Gender Ideology and Company Performance Measure****A Case Study on Two Companies in Indonesia**

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Lisa Widjaja, Dianne Frisko Koan

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This study aims to analyze the role of the company's leader in arranging the non-financial measures using gender ideology. This study uses a qualitative approach to understand better the role of top management of the company in the way they set up the performance measures, especially non-financial measures....

[+ Article details](#)[+ Download article \(PDF\)](#)**Proceedings Article****The Relativism of Ethical Dilemma Decision Making  
The Use of Social Media for Pre-employment Background Check**

Permata Ayu Widyasari

The research involves 120 business students answering ethical dilemmas in business. The case was about a company using social media as a pre-employment background check and considering it part of the hiring process. The students must answer from both the candidate's and the employer's perspectives. Initially,...

[+ Article details](#)[+ Download article \(PDF\)](#)**Proceedings Article****The Effect of Organizational Learning Culture, Self-efficacy,**

## HOME and Organizational Citizenship Behavior on Knowledge

### Sharing Behavior

PREFACE

Mustofa, J. L. Eko Nugroho

ARTICLES

This study aims to determine the effect of organizational learning culture, self-efficacy, and organizational citizenship behavior on knowledge sharing

AUTHORS

behavior of teachers at State Senior High Schools (SMAN) in Surabaya. The

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sample consisted of 92 respondents. Data collection was done by

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#### Proceedings Article

### The Importance and Performance Analysis with Diagonal Regression Approach

Uus Mohammad Darul Fadli, Budi Rismayadi, Citra Savitri

This study aims to examine the importance and performance analysis using a diagonal regression approach. Scale measurement used semantic differential. The diagonal of the regression coefficient was used to map the coordinates of the balance of the importance and performance analysis assessments with...

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### Employee Relations Strategy in Improving Team Performance at the PT X Station Jakarta

Chair Amir, Sugeng Santoso, Rini Anggraini, Taufik Riyandi, Sayer Zulkarnaen

Numerous factors, including leadership style, leadership capabilities,

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communication climate, and customer character, contribute to performance  
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gaps. The research prioritizes the passenger transportation services of PT X  
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over the work of other divisions. It highlights employee relations as a factor  
contributing...

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### Proceedings Article

## The Effect of Spiritual Leadership, Organizational Support, and Islamic Work Ethic Testing Employee Performance and OCB as Mediating Variable

Ahyar Yuniawan, Fuad Mas'ud, Intan Ratnawati

Employees and companies are two things that cannot be separated because employees play a major role in carrying out company activities. Every company tries to improve and develop its company by doing many ways related to the employee performance improvement program. To make progress and achieve the goals...

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## Predictors and Impact of Openness to Change in Asset Management Contract (AMC) Implementation at the Electric Power Service Company

Satpaulina, Yeni Absah, Rulianda Purnomo Wibowo

The change strategy in asset management implementation is an effort made by the company to deal with the changing business environment. Management decisions with the asset management contract (AMC) mechanism are feared to impact employee satisfaction and employee continuance commitment. This study aims...

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[Analysis of Job Satisfaction on Employee Engagement](#)

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[Impacted on Turnover Intentions at PT Hilti Nusantara's](#)

[Account Manager](#)

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Ariwinata, Harmein Nasution, Linda Tri Murni Maas

This research was conducted at PT Hilti Nusantara addressed at The Garden Center Building Level 3, Unit 3–11 Cilandak Commercial Estate, Cilandak KKO Street, Pasar Minggu, South Jakarta. This study aims to examine the Job Satisfaction on Employee Engagement Impacted on Turnover Intentions at PT Hilti...

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**Proceedings Article**

[Evaluation of the Implementation of Hospital Management Information Systems \(SIMRS\) Using the Hot–Fit Method at Al Fuadi General Hospital, Binjai](#)

M. Ibnu Alhaq, Yeni Absah, R. P. Wibowo

This research aims to investigate the factors that provide the maximum net benefit from the implementation of SIMRS. Based on the patient satisfaction survey conducted, there were still complaints related to poor service performance of the agency and the low increase in inpatients every year. This type...

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**Analysis of Balanced Scorecard Implementation on the  
Calculation of Performance of PT PLN (Persero) North**

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**Sumatera**

AUTHORS

**Rosyid Nurdin Fauzi, Nazaruddin, Amlys Syahputra Silalahi**

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**This research aims to analyze the results of the balanced scorecard  
implemented by PLN UIKSBU in optimizing the achievement of its targets.**

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The hypothesis was formulated that the measurement of key performance indicators from the perspective of human resources, namely Human Capital Readiness (HCR) and...

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**The Effect of a Toxic Work Environment on Employee  
Engagement in the Digital Era and Society 5.0**

**Johny Rusdiyanto**

People's lives have undergone a radical transformation as a result of the Industrial Revolution 4.0, and this concept is known as Society 5.0. The concept refers to a revolution in society that incorporates human and humanities aspects into its use of technology. Digitalization in some sectors has begun,...

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**Analysis of Career Development as a Public Agency in *BPJS*  
*Ketenagakerjaan* Medan Branch**

Erny Veranica Napitupulu, Harmein Nasution, Yeni Absah

PERDIR/22/092021 stipulates BPJS Ketenagakerjaan (Employment Social Security Program) Staffing Management, including career development in the BPJS Ketenagakerjaan. It is an integral part of management, but in reality, there are no indications of the optimal implementation of career development in BPJS...

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## Competence of Indonesian Social Security Driver (Shield) in Increasing Participation at BPJS Employment Medan City Branch

Muhammad Ari Iriawan

Social security is an essential thing needed by everyone, including employment social security for Indonesian workers. The Penggerak Jaminan Sosial Indonesia (PERISAI), an agent in social security, plays an essential role in conveying the benefits of the existing social security program to protect workers....

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## The Influence of Organizational Behavior on the Sustainability Services of the Ate Keleng Foundation of Karo Batak Protestant Church (YAK GBKP)

Yusuf Tarigan, Sukaria Sinulingga, Linda Trimurni Maas

The sustainability of a foundation as a nonprofit organization depends on



HOME [donations from domestic and abroad and the influence of its leaders.](#)

~~Donation influences whether the foundation can continue its services.~~

PREFACE [Based on several studies, it was found that the foundation's sustainability](#)  
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## Analysis of Workload, Employee Placement, and Employee Engagement on Employee Job Satisfaction at Medan Customs and Excise Office

Bosker Edward Hutabarat, Prihatin Lumbanraja, Isfenti Sadalia

One of the important aspects of human resource management is measuring employee job satisfaction. Job satisfaction is an individual's general attitude towards his job. This study analyzes the influence of workload, employee placement, and employee engagement on employee job satisfaction at Medan Customs...

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## Effect of Occupational Health Safety and Rewards on Employee Performance and Work Motivation as Intervening Variables at PT Pertamina Geothermal Energy Area Sibayak

Ryan Dwi Gustriandha, Nazaruddin, Isfenti Sadalia

These days, human resources are a vital role needed as a company asset to survive in the current business competition. Human resources as employees cannot be separated from problems related to occupational health and safety in the company as by ensuring occupational health safety, companies can foster...

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**Does Gender Matter in the Relationship Between Individual Absorptive Capacity and Subjectivity Career Success?**

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Yasmin Chairunisa Muchtar, Inneke Qamariah

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Some scholars argue that career experience in the workplace owned by men and women is different [9] caused by various factors. Hence, it may result in differences in the individual assessment of career success. This study aims to analyze the relationship between Networking Behavior on Subjective Career...

[+ Article details](#)[+ Download article \(PDF\)](#)**Proceedings Article****The Influence of Implementation of the Four Disciplines of Execution on the Achievement of Commercial Credit Targets at PT Bank Sumut**

Benyamin M. P. Siahaan, Yeni Absah, Isfenti Sadalia

Every corporate entity certainly wants to maximize the achievement of its targets to obtain maximum revenue and profits. This study aims to determine the effect of implementing the 4 Disciplines of Execution (4DX) on achieving commercial credit objectives in the Credit Division. This research is interesting...

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[ORGANIZERS](#) [Human resource management views every employee in an organization as the most valuable asset. Every employee who works in an institution or company should improve skills and maintain organizational commitments to improve superior competitiveness. Measurements of employee performance need to be done in...](#)

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#### Proceedings Article

### [Influence of Talent Management on Succession Planning Through Leadership Skills](#)

[Bambang Agustian, Yeni Absah, Isfenti Sadalia](#)

One of a company's strategies in anticipating succession planning is talent management. Vacant critical positions, especially managerial positions, can disrupt the company's operational stability. This position requires fast acceleration, especially in terms of decision-making. The next problem is that...

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### [The Impact of Work Placement, Work Environment, Work Motivation, and Communication on Employee Performance in the Library and Archives of the Medan City Government](#)

[Sumiadi, Yeni Absah, Isfenti Sadalia](#)

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Employee performance is essential because high performance will be able to motorize all the elements in an organization to achieve its goal. The civil servant knows that good performance has an optimal role in national development. This research aims to analyze the influence of work placement, work environment,...

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### Proceedings Article

## The Influence of Leadership, Motivation and Reward on Turnover Intention with Job Satisfaction as an Intervening Variable

(Case Study of Fertilizer Company, Deli Serdang)

Adi Gumelar Cakra Prabowo, Prihatin Lumbanraja, Rulianda Purnomo Wibowo

One form of employee behavior in the organization is the desire to resign (Turnover Intentions), which leads to the employee's decision to resign from his job. The company under scrutiny is a distributor of agricultural & plantation fertilizers in the Deli Serdang area, with market areas covering...

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## The Effect of Quality of Work-Life, Training, and Organizational Climate on Job Satisfaction at PT. X's Plantation Company

Johannes Wijaya Sinaga, Iskadarini, Rulianda Purnomo Wibowo

This paper examines the effect of quality of work-life, training, and organizational climate on Job Satisfaction. This research partially shows that the quality of work-life has a significant positive effect on job

[HOME](#) [satisfaction at PT. X plantation company, training has a significant positive effect on...](#)

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## [The influence of Training Program and Work Environment on Employee Performance Through Work Satisfaction as a Mediating Variable](#)

Selva Mardinawaty, Yeni Absah, Isfenti Sadalia

This study aims to investigate the effect of a training program and work environment on employee performance through work satisfaction. The research methodology used was descriptive quantitative with a path analysis approach to answer the research hypothesis. The research population was 78 employees...

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## [Analysis of Job Satisfaction, Job Stress, and Job Insecurity on Employee Turnover Intention at a Manufacturing Company in the Industrial and Chemical Sector in North Sumatra](#)

Laurasia Trya Prillya, Prihatin Lumbanraja, Meilita Tryana Sembiring

The study aims to analyze the effect of job satisfaction, job stress, and job insecurity on employee turnover intention at a Manufacturing Company in the Industrial and Chemical Sector in North Sumatra. The study was conducted on 96 employees at a Manufacturing Company in the Industrial and Chemical...

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[The Influence of Transformational Leadership, Workload, and Competence on SME Relationship Manager](#)

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[Performance at Bank BNI Territorial Office 1 North Sumatera](#)

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Tirza Hafiz, Yeni Absah, Isfenti Sadalia

Fierce competition in the banking industry requires companies to outperform and innovate to survive and evolve. As a driving force for a company, human resources have to play the most important role and work well to help the company achieve its goals. This research aims to analyze the relationship among...

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[Analysis of Factors Affecting the Installation of the Ship Care System in PT. Pelabuhan Indonesia \(PERSERO\)](#)

Windi Afika Manurung, Harmein Nasution, Linda T. Maas

This research aims to analyze the factors that affect the impediment of the ship maintenance system in PT. Pelabuhan Indonesia (Persero), which consists of variables of competence and work motivation for employee performance of the Ship Division at PT. Pelabuhan Indonesia Regional 1 (Persero). The research...

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**The Effect of Green Work-Life Balance and Organizational  
Citizenship Behavior on the Environment to Improve  
Environmental Performance of the Cooperative and SME  
Office of East Java Province Employees**

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Arifantuti Kusmaningtyas, Alivia Nur Faidah

Concerns for the environment impacts environmental sustainability and the continuation of human life. A conducive environment can be realized if humans manage the environment, both in work life and personal life.

Voluntary behavior to care for the environment manifests the ability to control the setting...

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**Islamic Human Capital  
A New Concept for Islamic Business Organizations**

Rita Mutiarni, Ubud Salim, Eko Ganis Sukoharsono, Mintarti

As one of the countries with the largest Muslim population globally, Indonesia is trying to overcome poverty by driving the community's economy through various economic institutions, one of which is sharia cooperatives. But unfortunately, even though the majority of the Indonesian population is Muslim,...

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**Research Overview on the Life of Families with Foreign  
Elements in Ho Chi Minh City, Vietnam**

Phan Thi Hong Xuan, Phan Hieu Nghia, Le Nguyen Ai Huyen, Kang Min

HOME [Soo, Vo Phan My Tra](#)

PREFACE [Ho Chi Minh City is considered a safe land of perching birds, where diverse and colorful cultures converge. Experiencing many difficulties throughout](#)

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## Designing Key Performance Indicators (KPI) for Teachers to Improve the Performance of SMK Muhammadiyah 20 Panai Hulu, North Sumatra

Thoyyib Kardianto, Prihatin Lumbanraja, Meilita Tryana Sembiring

Organizational performance is an indicator of the level of achievement that can be achieved, reflecting the success of an organization and the results achieved by the organization members. Performance is the result of collaborative activities between members or organizational components in order to realize...

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## Factors Affecting Purchase Intention Through Online Application: A Case Study of Lazada

Waiphot Kulachai, Adi Prasetyo Tedjakusuma, Junphen Wannarak, Patipol Homyamyen

This paper aims to examine the relationship between product, price, place, promotion, trust, and intention to purchase. The sample of this study was



**125** undergraduate students at a university located in Suphanburi, Thailand.  
~~Due to the Covid-19 pandemic, an online questionnaire was administered to collect...~~

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## Internal Branding as a Marketing Strategy for Start-Up

Ahmed Rageh Ismail, Bahtiar Mohamad, Muslim Diekola Akanmu

Internal branding evolved from marketing to engage employees of any organization for strategic planning. However, there has been a lack of evidence on the internal branding's Return on Investment that has affected start-up managers. Therefore, this study aims to investigate the roles of internal branding...

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## The Entrepreneurial Orientation of Property Developers Around JLLB Surabaya Plan

Freddy Mutiara

Property development, especially landed houses, is taking place around the Surabaya Outer West Ring Road (JLLB) infrastructure plan. These days, there are dozens of new residential areas in the border area of Western Surabaya and Southern Gresik, East Java Province, Indonesia, utilizing JLLB's plans...

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## The Factors That Affect Tourist Revisit Intention of Sanur Bali Beach

Ni Ketut Sonia Mutiara, Indarini, Dudi Anandya

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The Covid-19 pandemic has affected the tourism sectors worldwide, including Bali, Indonesia. This study aims to identify factors affecting the revisit intention of Sanur Bali beach. It is a quantitative study using the primary data of 240 respondents. This study used a questionnaire with a target of...

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## Does Religiousness Matter to Intention to Commit Digital Piracy?

Adhika Putra Wicaksono

The study aims to examine digital piracy using the Theory of Planned Behavior (TPB), religious theory, and deterrence theory by adding economic and hedonic benefits. This study used a non-probability sampling technique. The questionnaire was distributed through an online platform and obtained from 214...

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## "I Know What You Did During the Pandemic" Consumer Behavioral Actions During the Covid-19 Outbreak

Andhy Setyawan, Fandy Tjiptono

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~~Although it is not the only pandemic in human history, the Covid-19 has had severe negative long-term impacts and disruptions on business and consumer behavior. The rapid and deadly transmission of Covid-19 has caused various individual responses in social interactions and personal activities. This study...~~

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## Intention to Use Mobile Payment in Indonesia. The Role of Innovativeness, Usefulness, Risk, and User Stress

Angelia Putri Permatasari, Dudi Anandya, Indarini

This study aims to examine the effect of perceived satisfaction, perceived usefulness, perceived risk, and perceived trust variables on the intention to use mobile payment in Indonesia. This study uses Gopay mobile payment as an object. This study is causal research that was tested empirically by using...

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## The Antecedents in Forming Loyalty in the Fast-Food Industry

Grace Felicia Djayapranata, Andhy Setyawan

The fast-food industry is one of the fastest-growing industrial sectors. However, as the market grows, more and more competitors are entering this industry. With the increasing number of choices, it is difficult for companies to maintain consumer loyalty. Therefore, this study investigates the factors...

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# Pre-school Choice Decision Making Among Millennial

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## Moms a Pilot Marketing Strategy Model

Cesya Rizki Parahiyanti, Azizul Yadi Yaakop

Like mothers in other generations, millennial mothers also face several challenges when making decisions within the family, including choosing the best preschool for their children. Preschools must compete to meet the needs of millennial mothers who have children under six years old at their current...

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Andre Omarhadi, Hatane Samuel, Serli Wijaya

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The Covid-19 pandemic has brought the world into a new era that has demanded changes in various sectors, including the management of salesforces in retail stores. Due to the pandemic, changes in consumers' habits have raised challenges for salesforce management to increase its salesforces' personal motivation...

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# The Effect of Perceived Ease of Use and Perceived Usefulness on Trust, Loyalty of E-Commerce Customers

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The e-commerce market opportunity supported by the government has encouraged the increasingly competitive digital-based businesses in Indonesia. This study was performed in this regard to investigate and test the direct impact of perceived ease of use on perceived usefulness, perceived ease of use on...

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