



# The Effect of Logistic Service Quality on Customer Satisfaction of PT. Global Jet Express (J&T Express)

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**Abstract.** This present study aims to analyze what factors contribute significantly to customer satisfaction of logistic services' users in Indonesia with PT. Global Jet Express (J&T Express) as the research object. The theory used in this research was Logistic Service Quality (LSQ), consisting of timeliness, information sharing, order condition, personnel contact quality, and order discrepancy handling. It used 224 respondents, and Structural Equation Model (SEM) technique using AMOS software was used to analyze the data. The results show that timeliness, information sharing, order condition, and personnel contact quality have a positive and significant effect on customer satisfaction. Only order discrepancy handling has a positive but not significant effect on customer satisfaction. The study results provide input for J&T Express and other logistics companies on the factors influencing customer satisfaction. The results of this study show that information sharing is the most important variable influencing customer satisfaction; therefore, J&T express must regularly perform continuous improvements and innovations related to information sharing with customers to increase customer satisfaction.

**Keywords:** personnel contact quality · logistic service quality · order condition · timeliness · customer satisfaction

## 1 Introduction

The e-commerce market is a promising business and is in high demand by Indonesians. In line with the growth of e-commerce, the popularity of online shopping is also increasing every year. People's shopping patterns have shifted to online because it is considered more practical, saves time, and saves costs. Nielsen [1] reveals that since Indonesia implemented large-scale social restrictions (PSBB), around 30% of consumers have moved to online shopping. BPS [2] shows an increase in online shopping activities by 46%. The number of online shopping users will certainly increase the growth of its complementary service industry, especially logistics services in Indonesia. The Indonesian Association of Express, Postal, and Logistics Service Companies (Esperanto) noted that the national average shipping volume during the first semester of 2021 grew by 30% compared to the same period last year [3].

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W. R. Murhadi et al. (Eds.): INSYMA 2023, AEBMR 256, pp. 413–421, 2024.  
[https://doi.org/10.2991/978-94-6463-244-6\\_60](https://doi.org/10.2991/978-94-6463-244-6_60)

There are several logistics service providers in Indonesia: JNE, J&T Express, Pos Indonesia, DHL, and so on. Based on Popular (a market research platform) research in 2020 about “Consumers’ Preferred Package Delivery Services when Shopping Online” involving 5920 respondents across Indonesia, J&T Express was chosen as consumers’ favorite logistic provider (44%) when shopping online, followed by JNE 28%, Sicepat 10%, Pos Indonesia 3%, and others [4].

J&T Express is chosen as the object of this study as it is consumers’ favorite logistic provider by eliminating other logistics companies such as JNE, Tiki, Pos Indonesia, and DHL. This favorite predicate is due to J&T Express’ fast delivery, low cost, fast delivery, accurate tracking system, and close proximity with J&E Express agent to home and has brought the company to be the second largest startup in Indonesia with a valuation of USD 7.8 billion only in 6 years of its establishment [5].

This study replicates [6], which investigated how logistic service quality factors consisting of timeliness, information sharing, order condition, personnel contact quality, and order discrepancy handling affect customer satisfaction by administering 302 millennial in the United States. The results of Uvet [6] postulate that personnel contact quality, timeliness, order condition, and information sharing have a positive and significant effect on customer satisfaction. While, order discrepancy handling has a positive and but not significant effect on customer satisfaction, signifying that order discrepancy handling has no effect on customer satisfaction in logistics service providers.

## 2 Literature Review

### 2.1 Logistic Service Quality

According to Yang et.al. [7] and Fernandes et.al. [8], logistic service quality refers to a set of performance factors measured by the ability to distribute products in accordance with customer requirements. Logistic service quality covers personnel contact quality, order release quantities, information quality, ordering procedures, order accuracy, order condition, order quality, order discrepancy handling, and timeliness [9].

### 2.2 Personnel Contact Quality

According to Bitner et.al. [10], a good understanding of clients by the contact staff will help companies to adopt customers’ expectations and needs. Service personnel’s important skills, such as experience, ability to empathize with the customers’ situation, desire to solve problems during the delivery process, and good interaction with customers affect clients’ perception of service quality they took. For logistic service providers, better personnel contact quality will increase customer satisfaction.

### 2.3 Timeliness

Timeliness refers to whether orders arrive at the customer’s location when promised. More broadly, timeliness refers to the time between order placement and receipt [11]. Hult et.al. [11] adds that cycle time is a competitive weapon that starts from order

placement to completion of delivery. This cycle time, which consists of transportation time and backorder time when products are not convenient, is the most important factor that shows the delivery system's performance. For logistic service providers, more on-time delivery will increase customer satisfaction.

#### **2.4 Order Condition**

Bienstock et.al. [12] articulates order condition as damage levels of orders during the delivery and this dimension is considered the most important dimension of logistic service quality. For logistic service providers, the order must be delivered in good condition because broken orders will decrease customer satisfaction, regardless other dimensions are fulfilled beyond expectation.

#### **2.5 Order Discrepancy Handling**

Mentzer et.al. [13] defines order discrepancy handling as how logistics firms deal with differences in orders after orders arrive. Mentzer et.al. [14] discloses that the performance of logistics companies to correct discrepancies, such as wrong items and poor quality, has a significant impact on customers' perception about LSQ. Novack et.al. [15] articulates corrective action as "how well the 3PL service providers address any discrepancy in logistics services." For logistic service providers, better order discrepancy handling will increase customer satisfaction.

#### **2.6 Information Sharing**

The logistics information systems which are used lately by logistic enterprises enable logistics services to increase their perception of service quality. The logistics information systems consist of internal and external information sharing. While the internal exchange of information in logistics services makes it possible to increase service quality by increasing the timeliness and accuracy of orders in service, external information sharing, which includes real-time information sharing with the customers, makes it possible to close the gap between clients' expected service quality. The service delivery process has great importance in expectations as much as the outcome of a service [16]. Mentzer et.al. [13] stipulates that 'information quality refers to customers' perceptions of the information provided by the supplier regarding products from which customers may choose.' According to Uvet [6], information sharing improves users' perceptions of service quality, timeliness, and delivery accuracy at the company. For logistic service providers, better information sharing will increase customer satisfaction.

#### **2.7 Customer Satisfaction**

Customer satisfaction is defined as an overall assessment of the buyer-seller relationship. In particular, satisfaction with transaction-specific relationships can predict the likelihood of additional transactions referring to positive and negative comments about a product, brand, service offered, and the organization itself [17].

### **2.7.1 Hypothesis Development Personal Contact Quality on Customer Satisfaction**

Personnel contact quality refers to the customer orientation of the supplier's logistics contact people. In other words, customers pay attention to whether their service personnel is knowledgeable, empathizes with their situation, and helps them resolve their problems [18]. Uvet [6] stipulates that personnel contact quality positively affects customer satisfaction. Customers are satisfied when the contact person can understand the problem, solve the problem, and has sufficient knowledge regarding the service deficiencies the customer faces. Based on these findings, the following hypothesis can be formulated:

H1: Personal contact quality has a positive and significant effect on customer satisfaction.

### **2.7.2 Timeliness on Customer Satisfaction**

Timeliness refers to whether orders arrive at the customer's location when promised. More broadly, timeliness refers to the time between order placement and receipt [11]. The time it takes to deliver an order can be affected by transportation time, and the time when the ordered product is not in stock. According to Uvet [6], timeliness positively affects customer satisfaction. Indicators of the company's success in meeting timeliness are the time gap between placing a delivery request and receiving goods is short; the goods are received according to the promised time, and the time to order goods that run out is short. Based on these findings, the following hypothesis can be formulated:

H2: Timeliness has a positive and significant effect on customer satisfaction.

### **2.7.3 Order Condition on Customer Satisfaction**

Bienstock et.al. [12] defines order condition as the lack of damage to orders. If the order is damaged, the customer cannot use it and must undergo corrective procedures with the logistics service provider/seller (depending on the source/cause of the damage). According to Uvet [6], order condition positively affects customer satisfaction. Customer satisfaction related to order conditions can be assessed by several things, such as orders received from logistics services not damaged, order damage caused by transportation modes rarely occurring, and order damage caused by handling from logistics services rarely occurring. Based on these findings, the following hypothesis can be formulated:

H3: Order condition has a positive and significant effect on customer satisfaction.

### **2.7.4 Order Discrepancy Handling on Customer Satisfaction**

Novack et.al. [15] articulates order discrepancy handling as "how well the providers of 3PL services address any discrepancy in logistics services". Customers demand corrective action from 3PL service providers if orders received are not in satisfactory condition. How the 3PL service provider company responds to problems will affect customer perceptions of service quality. If order discrepancies can be handled properly and orders



are in the exact condition, good quality, and good condition, then customers will positively perceive the order discrepancy handling procedure. According to Populix [4], order discrepancy handling does not positively affect customer satisfaction. The indicators of order discrepancy handling studied by Uvet [6] are justification for the quality of goods that do not meet customer satisfaction, the process of reporting problems is as easy as possible, and the company's response to problems is satisfactory. Based on these findings, the following hypothesis can be formulated:

H4 Order Discrepancy Handling has a positive and significant effect on customer satisfaction.

### 2.7.5 Information Sharing on Customer Satisfaction

Mohr and Spekman [18] defines information sharing as the exchange of critical information flows between parties through media tools. The availability of appropriate and sufficient information will help consumers in making decisions. According to [6], information sharing positively affects customer satisfaction. The indicator of information sharing that contributes to customer satisfaction is the effectiveness of information sharing with customers. Service providers must be able to share standardized and specific information with customers. Good information sharing should also consider the availability of accurate, timely, and standardized information. Based on these findings, the following hypothesis can be formulated:

H5: Information Sharing has a positive and significant effect on customer satisfaction.

## 3 Research Methods

This study used primary data sources obtained from respondents by distributing an online questionnaire using Google forms. Respondents were 224 millennial who have used J&T Express services in the past 6 months. The respondents' characteristics were male and female customers, have used J&T Express services in the past 6 months, have a minimum age of 17, and have a minimum education of high school or equivalent. This study analyzed the effect of the independent variables: Personnel Contact Quality (PCQ), Timeliness (T), Order Condition (OC), Order Discrepancy Handling (ODC), and Information Sharing (IS)) on the dependent variable: Customer Satisfaction (S).

It exercised a non-probability sampling technique with a purposive sampling type, which collects data from the population members in accordance with the specified conditions. Data were analyzed using Structural Equation Model (SEM) technique using AMOS software.

## 4 Results and Discussion

Table 1 above shows that all parameter results of the measurement model test meet the criteria (CMIN/DF = 2.176, RMSEA = 0.073, GFI = 0.883, CFI = 0.946, and TLI = 0.932). The next stage was to test the constructs' validity and reliability. The constructs'

**Table 1.** The Goodness of the fit measurement model

No.	Goodness of Fit	Criteria	Results	Remarks
1	CMIN/DF	$\leq 3.00$	2.176	Good Fit
2	RMSEA	$\leq 0.08$	0.073	Good Fit
3	GFI	Marginal Fit (0.8–0.9)	0.883	Marginal Fit
4	CFI	Good Fit ( $\geq 0.90$ )	0.946	Good Fit
5	TLI		0.932	Good Fit

validity can be reviewed through standardized loading and Average Variance Extracted (AVE), which must have a minimum value of 0.5. Reliability can be seen from Construct Reliability (CR) value above 0.6. As all the results meet the criteria, then the structural model test can be conducted.

Table 2 shows that H1, which examines the effect of personnel contact quality on customer satisfaction, obtains a standardized estimates value of 0.194, a critical ratio value of 2.287, and a p-value of 0.022. Thus, it can be concluded that personnel contact quality has a significant effect on customer satisfaction. These results are in line with [6] that postulates personnel contact quality has a significant effect on customer satisfaction. The results indicate that J&T Express' personnel contact quality will result in customer satisfaction, where the company will be perceived as a company that pays attention and understands customer needs. These results are in line with Zailani et.al. [19] that reveals a positive effect of personnel contact quality on customer satisfaction in the context of halal logistics service quality in Malaysia.

**Table 2.** The Results of Hypothesis Testing

	Hypothesis	Standardized Estimate.	C.R	P-value	Remarks
H1	Personnel Contact Quality - > Customer Satisfaction	0.194	2.287	0.022	Supported
H2	Timeliness - > Customer Satisfaction	0.223	2.356	0.018	Supported
H3	Order Condition - > Customer Satisfaction	0.156	1.966	0.049	Supported
H4	Order Discrepancy Handling - > Customer Satisfaction	0.028	0.329	0.742	Not Supported
H5	Information Sharing - > Customer Satisfaction	0.132	4.161	***	Supported

Table 2 shows that H2, which examines the effect of timeliness on customer satisfaction, obtains a standardized estimates value of 0.223, a critical ratio value of 2.356, and a p-value of 0.018. Thus, it can be concluded that timeliness has a significant effect on customer satisfaction. These results align with [6] that postulates timeliness has a significant effect on customer satisfaction. J&T Express' services can be improved by paying attention to timeliness. If the customer receives the package on time and the service process is fast, the customer will feel satisfied with J&T Express services. This is because timeliness leads to a company's competitive advantage that can be achieved through the time spent between order placement and order receipt.

Table 2 shows that H3, which examines the effect of order conditions on customer satisfaction, obtains a standardized estimates value of 0.156, a critical ratio value of 0.1966, and a p-value of 0.049. Thus, it can be concluded that order condition has a significant effect on customer satisfaction. These results are in line with Uvet [6] that postulates order condition has a significant effect on customer satisfaction. If the order conditions received by the customer match their expectations, the customer will feel satisfied with J&T Express services. To ensure good order conditions, J&T Express can provide resources such as machines and vehicles that support the safety of customer orders and employees who are experienced and capable of handling customer orders properly.

Table 2 shows that H4, which examines the effect of order discrepancy handling on customer satisfaction, obtains a standardized estimates value of 0.028, a critical ratio value of 0.329, and a p-value of 0.742. Thus, it can be concluded that order discrepancy handling has no significant effect on customer service. These results are in line with Uvet [6] that reveals order discrepancy handling has no significant effect on customer service. Order discrepancy handling has no significant effect on customer service because customers who have experienced order discrepancies in the shipping process will still feel disappointed and dissatisfied with the company even though the company is trying to fix the discrepancy.

Table 2 shows that H5, which examines the effect of information sharing on customer satisfaction, obtains a standardized estimates value of 0.132, a critical ratio value of 4.161, and a p-value of  $< 0.001$  (\*\*\*). Thus, it can be concluded that information sharing has a significant effect on customer satisfaction. These results align with Uvet [6] that postulates information sharing has a significant effect on customer satisfaction. Effective, accurate, and timely information sharing is very important to customers and will affect respondents' satisfaction with J&T Express. These results are also in line with Dua [20], which reveals the importance of timely and fully available information for e-commerce platforms serving shipments across 81 countries in China. In various contexts, it can be concluded that information sharing will affect consumer satisfaction, especially in logistics companies like J&T Express.

## 5 Conclusion

The results show that personnel contact quality, timeliness, order condition, and information sharing have a positive and significant effect on customer satisfaction. Only order discrepancy handling has a positive but insignificant effect on customer satisfaction. This is because respondents tend not to consider handling order discrepancies will

increase their satisfaction with the company's services. It is due to customers who have experienced order discrepancies in the shipping process will still feel disappointed and dissatisfied with the company even though the company is trying to fix the discrepancy. Some recommendations to J&E Express are:

- For information sharing, J&T express must perform continuous improvements and innovations to increase customer satisfaction.
- For personnel contact quality, J&T Express may provide experienced and friendly human resources who can solve customer problems.
- For order conditions, J&T Express Indonesia must provide resources such as machines and vehicles that support the safety of customer orders and employees who are experienced and able to handle customer orders properly to minimize order damage.

This research has a limitation on the respondents who were mostly the millennial generation. Future research should consider expanding the respondents' age group so that the results can be appropriately generalized. In addition, this research only used one object of J&T Express, making the results unable to reflect the importance of service quality factors in the logistics industry. For further research, it is recommended to involve several logistics companies with various company sizes to make the research results more objective.

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The influence of governance on the performance of Indonesia and Taiwan companies in the raw goods and infrastructure sectors will be analyzed and become the main objective of this study. Multiple regression was used in analyzing the objects of 520 Indonesian companies and 365 Taiwanese companies. The...

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#### Proceedings Article

### Analysis of the Effect of Current Ratio on Debt Ratio for Companies Listed on Kompas 100

Marwin Antonius Rejeki Silalahi, Zunairoh Zunairoh, Liliana Inggrit Wijaya, Siska Amonalisa Silalahi, Marwan Carlos Sahatdotua Silalahi

During this pandemic, many companies funded them using long-term debt. For this reason, this research was conducted by analyzing whether there was an effect of the current ratio on debt ratios in companies registered with the compass of 100. In addition, this research also wanted to find out the tendency...

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#### Proceedings Article



## Empirical Case Among Explanatory Asset, Financial Asset Dan Macro-Economic on Return Bitcoin

Muhammad Rizky Nasution, Isfenti Sadalia, Nisrul Irawati

The S&P 500 Index, NIKKEI 225, World Oil Prices, Gold Prices, Bitcoin Supply, Bitcoin Miners Revenue, and Bitcoin Returns are some of the research variables used in this study. The websites <https://Blockchain.com>, <https://finance.yahoo.com>, and other sites that promote research served as the study's...

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### Proceedings Article

## Financial Literacy and Demographics of Investment Decisions: A Study of the Young Generation in JABODETABEK

Celine Putri Wijaya, Novia Utami

This study aims to examine the relationship between financial literacy and demographics with investment decisions made by young people in the JABODETABEK area, Indonesia. The sample collection used a convenience sampling technique through online questionnaires. Then, a total of 130 samples were processed...

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### Proceedings Article

## The Impact of Corruption News of Soe Officials on Abnormal Return

Nabila Ramadhani, Putu Anom Mahadwartha, Endang Ernawati

This study aims to examine the impact of corruption news of Indonesia

State-owned Enterprise Officials on abnormal returns. From 2010–2020, at least 30 corruption cases were handled by the Tipikor (Criminal Act) court originating from SOEs. This study uses the event study research method with AR and...

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#### **Proceedings Article**

### Analysis of Differences in Abnormal Return and Stock Liquidity Before and After the Rights Issue

Rendy Ardiansyah, Krisnawuri Handayani, Dyah Setyawati

This research aims to determine differences in strange returns and stock liquidity before and after the rights issue. The objects of this research were companies registered on the 2018–2021 Indonesian Stock Exchange. This research used a quantitative approach with secondary data. Documentation techniques...

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#### **Proceedings Article**

### Determining Credit Risk Using Contingent Claim Model Approach (Merton Model); A Case Study of Indonesian Digital Banks

Renea Shinta Aminda, Muhammad Jiddan Aziz, Titing Suharti, Jani Subakti, Sigit Wibowo, Anuraga Kusumani Subakti

The Covid-19 pandemic in Indonesia has an unfavorable influence on the banking sector; not only economic and financial policies in adjusting conditions significantly affect companies, but people are also currently turning to the digital era with a relatively high number of customer increases. Thus, this...

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#### **Proceedings Article**

### The Power of Outside Monitors and Owners on Disclosure of Business Ethics: An Empirical Study

Savira Anisya Putri, Riesanti Edie Wijaya

This study aims to determine the understanding of the effect of the characteristics of corporate governance and business ethics disclosure. In addition, this study can provide a broad overview of business ethics disclosure in manufacturing companies in Indonesia. The object of this research is manufacturing...

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### The Role of Independent Assurance Providers in Legitimizing Companies' Environmental, Social and Governance Risks

Senny Harindahyani, Bambang Tjahjadi

This study aims to examine the impact of environmental, social and governance (ESG) risks in selecting independent auditors based on legitimacy theory. This study expects that companies with lower ESG risk levels will increase user trust by hiring reputable independent auditors to increase the reliability...

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#### **Proceedings Article**

# Corporate Governance of Firm Performance in the Non-Financial Sector for the 2017–2021 Period

Jessica Purnomo Khoe, Bertha Silvia Sutejo, Werner Ria Murhadi

This study aims to analyze the influence of corporate governance factors on firm performance in non-financial sector companies listed on the Indonesia Stock Exchange (IDX) for 2017–2021. The independent variables in this study are Board Size, Board Independence, and Female Directorship. The control variables...

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### Principles of Beyond Budgeting for Aston Jayapura Hotel and Convention Center

Cheryl Analicia, Wiyono Pontjoharyo

As the capital of one major island in Indonesia, Jayapura's nature attracts tourists to the city; of course, this will affect the regional economy. Safe and comfortable accommodation must support this opportunity to improve the regional economy. Therefore, hotels in Jayapura can meet these conditions...

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### The Effect of Sustainability Disclosure with Good Corporate Governance as a Moderating Variable on Firm Value

Ricky Suhartono Iskandar, Yie Ke Feliana, Rizky Eriandani

By using a cross-sectional dataset comprising companies listed on the Indonesia Stock Exchange in 2017–2021, this study aims to determine

whether the implementation of good corporate governance (GCG) can strengthen the effect of the quality and quantity of sustainability disclosures on firm value. The...

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### The Effect of Financial Literacy on Personal Financial Management

Yonas Meti, Rina Silvia, Novriani Monika Wangka, Gloria Miagina Palako Djurubassa, Herman Sidete, Hernansi Biso, Filus Raraga

The objective of this research is to analyze the direct and indirect consequences that the personal financial management behaviors of students at Halmahera University have on the direct and indirect implications of their financial literacy and planning. In order to evaluate the data, both the multiple...

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### Predictors of Female Lecturers' Involvement in Household Financial Decisions Making

Yuni Kusuma Arumsari, Surachman, Sumiati, Andarwati

Financial decision-making, both at the household level and at more complex levels, is generally dominated by men of rational consideration. The purpose of this study is to examine the direct and indirect effects of financial literacy on financial personality and financial decision-making. This paper...

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### Does Corporate Governance Affect Market Performance as Well as Fundamental Performance? Evidence from Indonesian Manufacturing Sectors

Zunairoh Zunairoh, Liliana Inggrit Wijaya, Bertha Silvia Sutejo, Marwin Antonius Rejeki Silalahi, Michelle Natasya Gozali

This research aims to determine corporate governance's impact on the firm's financial performance (ROE and Tobin's Q) in the manufacturing sector listed on the Indonesia Stock Exchange during 2016–2020. This research applied a quantitative approach with a sample of 615 observations from 123 manufacturing...

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### The Influence of Transformational Leadership and Organizational Culture on Employee Performance at PT. Krakatau Bandar Samudera

Ahmad Azmy, Iyus Wiadi, Brigita Manohara, Dyah Puspita Rini

This study aims to analyze the influence of transformational leadership and organizational culture on employee performance at PT. Krakatau Bandar Samudera (KBS). Business processes must be run professionally and accountable. Transformational leadership and organizational culture play an important role...

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## The Impact of Knowledge Sharing on Knowledge Management Implementation in Improving Employee Performance (A Case Study at the Maintenance 3 Department of PT Petrokimia Gresik)

Arianto Dwi Leksono

PT Petrokimia Gresik is a complete fertilizer factory in Indonesia, which is also one of the subsidiaries of PT Pupuk Indonesia (Persero). To meet fertilizer needs in order to maintain national food security, in its development Petrokimia Gresik has developed new products by increasing production capacity...

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## The Antecedents and Consequences of Perceived Learning Outcomes of Business Studies Curriculum: A Review and Agenda for Future Research

Bahtiar Mohamad, Ahmed Rageh Ismail, Jiraporn Chano

The importance of business and management curriculum in higher education is essential to offering students both current and future educational opportunities that are both high-quality and timely. Regardless of size, type, or origin, curriculum is recognised as the lifeblood of all educational institutions....

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## Enhancing HR Capacity to Sustain in the New Normal

Devi Rachmasari, Edith Primadiana Tedjokusumo

The Covid-19 pandemic has impacted businesses, making us realize that humans have limitations in life's activities, including work. Most businesses that used to run their operations offline can no longer do it since the government limits face-to-face activities. This leads to issues in business sustainability...

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## Implementation of Entrepreneurial Leadership: Will It Make Better or Worse?

A Study Case in Sukosari Village – Trawas District – Mojokerto – East Java

Elsye Tandelilin, Fitri Novika Wijadja, Yayon Pamula Mukti, Faizal Susilo Hadi, Nikmatul Ikhrom Eka Jayani, Karina Citra Rani

The paper aims to explore the entrepreneurial leadership implemented by the village leader to create a sustainable tourism village in Sukosari – Trawas district. The characteristics of an entrepreneur also determine the effectiveness of entrepreneurial leadership because an entrepreneur has a different...

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## Digital Innovation in the Tourism Industry: Some Evidence from Indonesia

Hari Hananto, Veny Megawati, Aluisius Hery Pratono

While the pandemic placed extreme economic challenges, the tourism



industry seeks disruptive adaptations by generating digital innovations that provide fertile ground in this global crisis. This article examines how digitalization has a subversive impact on the tourism and hospitality industries by exploiting...

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### The Influence of University Identification and University Commitment on Extra Role Behavior

Calvin Richelling, J. L. Eko Nugroho

This study aims to determine the influence of University Identification and University Commitment on the Extra-Role Behavior of the University of Surabaya active students. This quantitative study used a purposive sampling design using a Likert scale at intervals. The questionnaire in this study has been...

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#### **Proceedings Article**

### Energize and Strengthen Business Foundation for Winning Competition at Aqiqah Firm "Nurul Hayat, Surabaya"

Johny Rusdiyanto

Nowadays, when the existence of business foundations has not been strong because of the Covid-19 pandemic in all sectors. This will make all firms have to make a hard effort to find all opportunities for winning in the unpredictable business environment competition. Every firm needs solid competitive...

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### Virtual vs. Physical Office: Which One Increases Productivity the Most?

Iffa Nurlatifah, Juliani Dyah Trisnawati, Muhammad Rosiawan

This study aims to compare the effects of virtual and physical office environments on employee productivity by conducting qualitative interviews with employees in both types of work environments. The interviews will find out how the employee feels about their work environment, how they work, and how...

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### The Role of Strategic Leadership and Dynamic Capabilities in the New Reality of Today's Business World

Levina Kartika

In today's business world, especially after the volatility due to the global Covid-19 pandemic, the business world is shifting more to technology-based. Customers are also changing their preferences and behaviors. This study aims to discuss how strategic leadership helps the organization to face a new...

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### Employee Performance Is Influenced by Leadership Style and Work Stress at Food and Beverage Company

Mohammad Nur Singgih, Roby Nur Akbar

Leadership style and work stress are factors that influence employee performance in organizations. Effective leadership can increase employee motivation, communication, and performance, while ineffective leadership can decrease employee motivation and performance. High work stress can also reduce employee...

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#### Proceedings Article

Human Resource Training in Tourism Towards Sustainability in Ho Chi Minh City – Lessons from Bali  
Vo Minh Truc

Through the two consecutive Indonesian events held in Bali island - a popular tourist destination - in the third quarter of 2022: the 17th G20 Summit and World Tourism Day 2022 themed "Rethinking Tourism" as well as the real experience in teaching, operating tours in the Bali - Indonesia market recently,...

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#### Proceedings Article

Organization Culture and Its Effect to Work Environment in Regional Water Supply Corporation

Muhamad Azis Firdaus, Hartanti, Dewi Megawati, Diah Yudhawati, Syahrums Agung

This study aims to analyze the influence of the dimensions of organizational culture, namely visible culture, espouse values and core values in the work environment. The research was conducted at two Regional Drinking Water Companies located in the Bogor area. The number

of respondents was 96 employees...

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## Improving Human Resources for MSME Actors Who Are Competitive Through Digital Transformation Training and Continuous Use of Technology

Nurul Badriyah, Abid Muhtarom

The development of MSMEs in Indonesia currently reaches 64 million, starting from culinary businesses, home industries, or small companies. From the data presented, the use of technology and digital transformation for MSME business media is still 30%, as 70% of MSMEs need to use technological facilities...

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## Understanding Political Participation: A Theory of Planned Behavior Approach

Patipol Homyamyen, Waiphot Kulachai

This paper reviews some literature using the Theory of Planned Behavior (TPB) to explain political participation. Related articles published in the past ten years were systematically reviewed. The findings revealed that the TPB is suitable for explaining political participation in various countries...

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## Entrepreneurial Mindset and MSME Performance: A Meta-Analysis

Siti Zahreni, Seger Handoyo, Fajrianthi

Research on the entrepreneurial mindset and its correlation with MSME performance shows varied results. We meta-analyzed the final 5 articles with a total sample size of 1,912 individuals and found a significant, medium correlation between entrepreneurial mindset and the performance of MSME. Due to the...

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## The Military and Politics in Thailand: A Revisited Study

Sunthan Chayanon, Wijittra Srisorn, Tikhamporn Punluekdej

This study aims to: 1) study the context of the military and Thai politics and 2) examine why the military is successful in Thai society. This study is qualitative research that relies on a documentary study. The document analysis was undertaken by reviewing or evaluating printed and electronic documents....

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## The Effect of Capacity Building with Increased Knowledge and Skills on Cooperative Chairmen's Performance Through Personal Value

Titin, Abdul Ghofur, Yunni Rusmawati

This study aims to analyze: (1) the effect of knowledge on cooperative chairmen's performance, (2) the effect of skills on cooperative chairmen's performance, (3) the effect of knowledge on cooperative chairmen's performance through personal values, and (4) the effect of skills on cooperative chairmen's...

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## Are Habit, Social Influences, and Price Important to Actual Use of Online Food Delivery System (OFDS)?

Adhika Putra Wicaksono, Bobby Ardiansyahmiraja

Online Food Delivery Service (OFDS) can be defined as a transaction for the delivery of various foods through mobile handheld devices that allow consumers to connect to various local restaurants and food providers through mobile-based applications. In a developing country like Indonesia, the adoption...

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## "We Still Know What You Did During the Pandemic": The Association Between Fear of COVID-19 and Preventive COVID-19 Behaviors

Fandy Tjiptono, Andhy Setyawan

The COVID-19 pandemic has triggered a sense of fear among many people around the world. While the effects of fear of COVID-19 on mental health have been studied intensively, its consequences on preventive health behavior have not. The current study aims to address this research gap by investigating the...

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#### **Proceedings Article**

### The Impact of Hedonic Motivation, Price, Information and Trust on Tokopedia Purchase Intention

Elyza Novelia Sutandyo, Bobby Ardiansyahmiraja, Deddy Marciano, Indarini

The Covid-19 pandemic has changed human behavior and habits. The development of technology has had a lot of positive impacts that make it easier for people's lives to shop online to meet the needs of life. Tokopedia is one of the trending online shopping platforms and is most in demand by the people...

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#### **Proceedings Article**

### The Determinants of Customer Satisfaction and the Mediating Role of Brand Image in the Indonesian Fast-Food Industry in Surabaya

Jeffry Pangestu, Christina Rahardja, Dudi Anandya

This study aims to shed light on the effects of determinants of customer satisfaction on customer loyalty with a particular focus on the mediating role of brand image in the context of the Indonesian fast-food industry. Based on the literature review of prior studies, the determinants of customer satisfaction...

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## Intention to Visit Tourist Destinations: Bibliometric Analysis 2015–2022

Christy Natalia Rondonuwu, Achmad Sudiro, Fatchur Rohman, Ainur Rofiq

The Covid-19 pandemic has wreaked havoc on the tourism industry, which was once a potent engine for growth that could spur the growth of other economic sectors in a nation. Bibliometric methods were used to analyze the research data. The bibliographic data, including the number of authors and papers...

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**Proceedings Article**

## Antecedents of Behavioral Intention and Continuance Usage of Mobile Payment Users in Indonesia During the Covid-19 Pandemic

Jeannette Vivian Dewi, Dudi Anandya, Indarini

Before 2020, the willingness of the Indonesian people to use mobile payment services was low or it could be said that it was still in the introduction stage. In 2020, due to the Covid-19 pandemic, the level of mobile payment usage in Indonesia increased dramatically, especially the OVO mobile payment,...

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## The Effect of Word of Mouth Influence on Consumer Purchasing Decision



Ernita Dian Puspasari, Dewi Rakhmawati, Krisnawuri Handayani

This research aims to recognize the effect on how Word of Mouth by direct communication as a marketing tool related to consumer purchasing decision at NdalemRatu Singosari, one of a historic themed restaurant. The samples of this study were taken from 30 customers at the diner. This research uses validity...

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### PayLater: An Antecedent to Consumption Behavior and Consumption Level in Gen-Z

Fatmasari Endayani, Roby Nur Akbar, Dyah Setyawati, Resanti Lestari

This study focuses on consumption level, consumption behavior, and the causal factor, PayLater. The population in this study was student sat public universities in East Java, with a total of 301,160 students. Based on the calculation of the sample size using the Slovin formula, the respondents in this...

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### Purchase Intentions for Green Apparel of Zara Indonesia

Charles Eduardo, Dudi Anandya, Freddy Mutiara

This study aims to examine the factors influencing the purchase intention of Zara Indonesia's green apparel. 224 respondents who purchased Zara Indonesia, especially the eco-friendly clothing collection (JOIN LIFE), in the last six months and live in Indonesia were involved in this study. The analytical...

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## Antecedents Factors that Influence Customer's Purchase Intention Towards Purchasing Counterfeit Products

Grace Felicia Djayapranara, Andhy Setyawan

Counterfeit products are a global problem that has become a hot topic of discussion in various circles. Many studies often blame counterfeit product manufacturers, but consumers also have a significant role in this problem. High consumer demand for counterfeit products causes counterfeit products to...

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## Green Marketing Mix on Green Buying Intention: Consumer Purchasing Behavior as a Moderating

Hayuning Purnama Dewi

Technological developments not only affect people's lives but also affect the environment. Public awareness in maintaining environmental health has become an issue every year. This study aims to determine the effect of green marketing mix on green buying intention, the impact of green marketing mix on...

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## The Implementation of the Environmental, Social, and

## Governance Program to Support the Business Sustainability: A Case Study of Indonesian Companies

Handi Risza, Iin Mayasari, Hendrawan Krisna Adi, Iyus Wiadi, Retno Sri Handini, Ritzka Yauma Putri Driarkoro

This study analyzes the implementation of environmental, social, and governance in Indonesia to support long-term business continuity. This research anticipates government policies to support sustainable programs, activities, and performance. This research method applied a qualitative approach through...

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## The Effect of Consumer Traits and Situational Factors on Online Impulsive Buying of Shopee Consumers in Surabaya During the Covid-19 Pandemic

Felisca Chelone, Indarini, Dudi Anandya

There are more and more internet users in Indonesia during the Covid-19 pandemic and people's shopping behavior has changed from offline to online. Many retail stores are expanding their market share by adding online stores. People who are increasingly consumptive during the Covid-19 pandemic have created...

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## The Impact of Social Factors on Electronic Word-Of-Mouth (E-WOM) Engagement Behaviors in Online Community Websites

Jun Kumamoto, Yin Siming

In today's market, business transactions and communications with customers take place on digital platforms such as e-commerce and social media. This study aims to investigate the impact of social factors, namely social capital, social identity, and social influence, on the electronic word-of-mouth (e-WOM)...

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#### Proceedings Article

### Understanding Impulsive Buying for Fashion Products in Generation Z

Laurentia Verina Halim, V. Heru Hariyanto, Ananta Yudianto, Setiasih, Erlin Anggraini, Kevin Parindra, Nada Ayu Yuniarti

Impulsive buying is unplanned, arouses passion, lack of deliberation, and more unbearable buying behaviour. Many things affect impulsive buying behaviour, but what will be understood in this research are brand image, price, mental budgeting, and self-control. Generation Z has its characteristics in shopping...

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### Exploring Consumers' Impulse Buying Behavior on Social Commerce Platforms: The Role of Fear of Missing Out (A Study on Tiktok Livestream-Selling)

Mentari Septynaputri Widodo

Live streaming is becoming popular, and many social media vendors have adopted live streaming platforms. Live streaming has led to improve sales

performance. In Indonesia, the live stream-selling market in Indonesia or selling via live streaming is growing. Some of them are on the video platform and...

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## Assessing Hotel Attribute and Facilities to Online Hotel Popularity: Data Mining from Google

Muhammad Izharuddin, Jeng-Chung Chen

Today's online consumer reviews are one of the most important elements for hotel marketing. This study examines how hotel facilities, prices, and ratings can affect online reviews of hotel consumers. Using a data mining approach from 1,248 hotels in major cities in Indonesia, this paper estimates the...

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## Roles of K-pop Idols as Brand Ambassadors for Gen Z's Buying Behavior in Indonesia's E-Commerce

Prita Ayu Kusumawardhany, Denis Fidita Karya

This study aims to analyze whether K-pop idols becoming a trend among generation Z also affect the brand image and customers' buying behavior when they become marketplace brand ambassadors. This study used a quantitative approach. Data were analyzed using path analysis and hypothesis testing processing...

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## Social Media Influence and Political Activism: A Literature Review and Research Agenda

Sipnarong Kanchnawongpaisan, Waiphot Kulachai

This study aims to examine the influence of social media and political activism. In summary, the researcher found that social media is all around, giving people who can occupy a lot of media space, always has an advantage, especially the dominance of political ideas and decision-making according to the...

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## The Effect of Logistic Service Quality on Customer Satisfaction of PT. Global Jet Express (J&T Express)

Paulina Imelda, Adi P. Tedjakusuma, Antonius B. Setyawan

This present study aims to analyze what factors contribute significantly to customer satisfaction of logistic services' users in Indonesia with PT. Global Jet Express (J&T Express) as the research object. The theory used in this research was Logistic Service Quality (LSQ), consisting of timeliness,...

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## Development of Educational Tourism in Tanjungan Reservoir, Mojokerto Based on Renewable Energy

Erna Andajani, Tuani Lidiawati Simangunsong, Arum Soesanti, Elieser Tarigan

Tanjungan Reservoir is a favorite tourist icon in Mojokerto. This tourist object has the potential for water, sunlight, garbage, and wind, which can be used as learning media for renewable energy. The research aims to describe tourists' views when educational tours using renewable energy are built in...

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## The Identification and Categorization of Sustainability Practices in Higher Education: A Case Study in the University of Surabaya, Indonesia

Esti Dwi Rinawiyanti, Dianne Frisko Koan, Patricia Dewi Kusuma, Jesslyn Elaine Saputra

This study aims to identify the commitment of Higher Education toward sustainability. The content analysis method is used through data and information regarding programs and activities undertaken by the University of Surabaya (Ubayu) to address social and environmental issues

in three years (2020–2022)....

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### The Effect of Port Activity on PNBP Port Deposits (A Study at the Tobelo Class I UPPOffice 2018–2022)

Rayvaldo A. Karimang, Filus Raraga, Novriani M. Wangka, Faizal Susilo Hadi

Tobelo Port, as an exit for goods and services, has great prospects in revenue so that it can increase the deposit of non-tax state revenue (PNBP). This study aims to analyze how much PNBP derived from Tobelo Port activities from January 2018 to June 2022 and determine each PNBP group's contribution:...

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### The Impact of E-Business' Website Quality on Shopee's Customer Satisfaction

Cintya Febriarizka, Fitri Novika Widjaja, Juliani Dyah Trisnawati

This study aims to examine and analyze factors that can influence consumer satisfaction when shopping online with the online shopping application service object Shopee. This study applied basic research with six variables: website design, information quality, security and privacy, transaction and payment...

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## The Analysis of Multiple Channels Single Phase Queuing Model After the Merger: The Case of Bank Sharia Indonesia The Case of Bank Sharia Indonesia

Immas Nurhayati, Diah Yudhawati, Muhammad Jibril Avessina, Leny Muniroh

Queues often happen in everyday life. Queues occur when the demand for services exceeds the capacity provided. Long queues with long waiting times indicate poor service, which can lead to customer dissatisfaction. One of the determining factors for the success of a company, especially companies engaged...

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### Proceedings Article

## The Effect of Food Quality, Convenience, Control, Customer Service, and Fulfillment on Customer Satisfaction and Behavioral Intention at Shopee Online Food Delivery in Surabaya

Agustina Dwi Maharani, Juliani Dyah Trisnawati, Anthonius Budhiman

This study aims to analyze whether food quality, control, convenience, customer service, and fulfillment directly and significantly influence satisfaction for Shopee online food delivery consumers in Surabaya and whether satisfaction directly influences customer satisfaction intentions at Shopee online...

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### Proceedings Article

## Improvement of the District Level Local Administration in Lao People's Democratic Republic

Khanouthone Phetlasy, Waiphot Kulachai

The district is a local administration that links the province and the village. It is directly responsible for protecting the common interests of the people according to the principles of governance, the strength of a particular country, or the strength of a specific state; it is precisely the resilience...

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## Managing E-Tailing Service for Shopping Efficiency: A Case Study in Indonesia

Balkhis Nathasya Shafira, Siti Rahayu, Stefanus Budy Widjaja Subali

This study analyzes the effect of product assortment and shopping assistance on shopping efficiency for e-tailing customers in Indonesia and examines the mediating role of order fulfillment in product assortment on shopping assistance. This study involved 204 respondents who were analyzed using the Structural...

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### Proceedings Article

## The Effect of Destination Image, Tourist Satisfaction, Perceived Value, and Perceived Service Quality on Tourist Loyalty at Bali's Seminyak Beach

Bryan Amadeus, Stefanus Budy Widjaja Subali, Prita Ayu Kusumawardhani

Loyal visitors are essential to keep tourist destinations surviving and thriving. Tourist loyalty is a tendency to revisit tourist sites influenced by

tourists' satisfaction. Quantitative research was conducted based on a theoretical model demonstrating how perceived value and perceived service quality...

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## Sharing Resources in the Festival and Event Space: Some Evidence from Ketapanrame Indonesia

Veny Megawati, Hari Hananto, Ninik Juniati, Aluisius Hery Pratono

Recently, the festival and event sector suffered from crisis and uncertainty. Therefore, economic resilience and environmental sustainability become central for academicians, practitioners, and policymakers. This article aims to explore how the tourism industry finds ways to reenergize festival and event...

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### Proceedings Article

## Creating Shared Value: Turning Charity into Profit Abstract

Agung Surya Dwianto, Adrian Wijanarko, Annabel Noor Asyah, Fatimah Talitha Sahda, AnnisaRachma Putri

“The Gade Clean and Gold” program is a Creating shared value program initiated by PT. Pegadaian applied the Triple Bottom Line principle to carry out social, economic, and environmental responsibilities and create economic value for the company. The program is run by PT. Pegadaian prioritizes balance...

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Andri Rianawati

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## Factors Affecting the Stock Return (In the Company Property, Real Estate and Building Construction Which is Incorporated in the Indonesia Sharia Stock Index (ISSI))

Muhammad Imam Sundarta, Angga Prasetya, Muhamad Nur Rizqi,  
Rasiman, Ecin Kuraesin

This study aims to examine the extent to which the current ratio, total asset turnover, price earning ratio, and debt to equity ratio affect stock returns. The research sample used in this study were 44 property, Real Estate and building construction companies that are members of the Indonesian Sharia...

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### Measuring the Behavior of Traders Toward Market Relocation Policies Based on the McNemar Test

Bambang Budiarto

By employing the McNemar Test, this study aims to determine the behavior of traders. More precisely, this study measures the behavior of traders through changing/non-changing attitudes after conducting dialogue between traders and the government concerning the trader's relocation agenda. The sample of...

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### Factors Influencing the Young Entrepreneurs to Implement Green Entrepreneurship

Dewi Kurniaty, Aris Subagio, Lingga Yuliana, Steffano Ridwan, Hana Fairuz

Micro, Small, and Medium Enterprises (MSMEs) provide enormous opportunities for innovation and entrepreneurial development during the Covid-19 pandemic. Entrepreneurship has a strategic role as a basis that supports national economic growth and is proven to have a resilience that

can overcome the negative...

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## Ensuring Sustainable Quality Education Through SDGs 2030: Evidence from a (Big-4) Public Accountant Firm

Valentina Elim, Dianne F. Koan

This research brings a new perspective on Corporate Social Responsibility (CSR) and Sustainable Development Goals (SDGs) 2030. By adopting a study case from Deloitte Indonesia, this study aims to inspire the best practice of how a Big-4 Public Accountant Firm undertakes its social responsibility to ensure...

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## The Development of Money Laundering Knowledge in Relation to the Electronic Money

Amelia, Fidelis Arastyo Andono

According to the United Nations Office on Drugs and Crime (UNODC) forecast, the amount of money laundered globally amounted to 2–5% of the global GDP. The money laundering process has changed over time, and the use of electronic money has increased over the years. Previous research has shown that the...

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## Trowulan Tourism Market (Pawitra): Transformation and the Use of Metaverse Technology to Strengthen Digital Experience

Noviaty Kresna Darmasetiawan, Bonnie Soeherman, Olivia Tanaya, Andri Rianawati

This study aims to analyze (1) what strategies can be implemented to re-run Trowulan People's Market?; (2) what is the strategy for transforming the Trowulan People's Market into the Trowulan Tourism Market (Pawitra)?; (3) how is the innovation and use of Metaverse technology in the Trowulan Tourism...

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## Overview of the Life of Vietnamese-Singaporean Multicultural Families in Ho Chi Minh City: Insiders' Perspective

Phan Thị Hồng Xuân, M. A. Võ Minh Trục

In the context of international integration, global migration has become a common phenomenon, especially marriage migration. Ho Chi Minh City, Vietnam, is also a popular destination for overseas residents to live and work, notably Singaporeans, many of whom have married Vietnamese women and continue...

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## Corporate Social Responsibility and Earnings Management: Ethics Perspective

Agnes Claribella Hidayat, Felizia Arni Rudiawarni, Rizky Eriandani

The purpose of this study is to provide empirical evidence and determine how corporate social responsibility (CSR) influences earnings management. This study utilized 305 samples selected using the purposive sampling technique. From 2017 to 2021, the research sample consists of all primary sector companies...

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### Proceedings Article

## Solid Waste Management for Sustainable Ecovillage: A Case Study of Tanjungan Dam Ecovillage, Mojokerto

Erna Andajani, Tuani Lidiawati Simangunsong, Arum Soesanti, Elieser Tarigan

This study aims to observe the waste characteristic and analyze the solid waste management system in the tourism destination of Tanjungan Dam Ecovillage, Mojokerto, Indonesia. The sampling and interviews were conducted to estimate solid waste's characterization and management practice. The findings show...

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## An Analysis of Educational Policies, Practices, and Challenges in Thailand and Finland

Wijittra Srisorn, Sunthan Chayanon, Danty James

As there is a growing demand for better education to prepare the young



generation by reducing the knowledge and skill gap; thus, it is important that countries must look into their educational systems and analyze any pitfalls. Educational policies do not come from a vacuum but from the careful drafting...

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