



# Enhancing HR Capacity to Sustain in the New Normal

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**Abstract.** 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 that must be given attention. In order to survive, a business must adapt to the situation. As the new period after the pandemic or known as the new normal, where the situation is not the same as before the pandemic, people still need to adapt to this situation. A new mindset to accept that the working condition is not the same as before and using digital technology to assist our work is important. That is why this qualitative research regarding enhancing human resources' capacity to sustain in the new normal was done. The facts revealed varied responses from human resources. This study discusses how a language course can answer the different responses and strengthen Human Resources capacity compared to what is needed.

**Keywords:** human resources · business · sustainability · new normal

## 1 Introduction

The emergence of Covid-19 has made a complex issue around the world. The covid-19 pandemic made humans struggle to survive. Many aspects of living and business have significantly impacted humankind as it is related to human resources and how employees should do their job. Employees are used to going to the office and doing their work there. However, the pandemic made global issues of how the organization could maintain the business. It concerns the changes regarding the business in the status of some occupations and their value of jobs [1]. In addition, human resources in the industry should cope with the working style changes. Regardless of the kinds of jobs, due to the pandemic, many things have been done to keep the work alive. One of the facts is how employees do their work in different locations such as home or other places besides the office. The Indonesian government formally mandated implementing work-from-home (WFH) for most sectors, including industries, to control the pandemic. The WFH policy induced the employees' productivity, business survivability, and national economic growth to decline [2].

The strength of human resources during the pandemic and afterward becomes essential to be considered for achieving business organizations' goals. WFH became the best

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answer during the pandemic, with many advantages that can be acknowledged. However, after the pandemic, WFH became one of the reasons to be considered in such ways to finish white-collars jobs but not precisely to solve the industrial problems. Besides WFH, the tools to assist human resources in completing the jobs should also be known. Technology advances in communication and productivity, such as computers, mobile phones, and so on, really guide the industry to survive during the pandemic. So, it is more than just the working style of human resources but also the technology usage that a business has to continue supporting employees' jobs.

## **2 Literature Review**

### **2.1 Human Resources and New Mindset**

Humans work to fulfill their needs. Maslow's Hierarchy said work is a means of fulfilling human needs [3]. As humans work in a business or company, they all become human resources. According to Megginson [4], human resources is the comprehensive knowledge, skills, creative abilities, talents, and aptitudes of an organization's workforce and the individuals' values, attitudes, and beliefs.

These days, there are many variations of work because of the development of technology. During the Covid-19 pandemic, WFH became the alternative in most countries to work. In the extant literature, WFH is variably termed as 'telework', 'telecommuting', 'remote working', 'e-work', and 'virtual work' [5]. WFH made people realize that work could be done anywhere. Not all employees can apply their offline skills and knowledge (i.e., WFO) to WFH. Employees need to be prepared with such a new mindset in order to be able to apply all they need when they shift from WFO to WFH. Arief et al. [6] stated that a business must prioritize a new mindset strategy under challenging times. This business mindset said that they must change to adapt to new situations and be ready to face new normal conditions after Covid-19. If employees in a business have the correct mindset, there will be an opportunity for the business to sustain itself.

### **2.2 Technological Enhancement**

During WFH, the assistance of technology becomes visible. The technology available allows people to stay in contact with others innovatively [7]. The remote condition pushes people to stay connected with each other. Indeed, digital technology in communication while WFH or WFO is a must. A business needs to prepare its employees to be ready to stay connected with their colleagues or their customers in a new environment, new way. Thus, digital communication, learning, and marketing are important, especially for education.

Digital technology Digital marketing through social media is a breakthrough during the pandemic and the new normal. Gray and Fox [8] said people have access to social media during this period. A company does the marketing activities, promoting the company's products and services through social media, where people can reach the products and services offered. Social media is a breakthrough because it has a different layout which can give companies some options to create promotional campaigns for the

business. Thus, a company needs to run digital marketing to reach its customers during this pandemic and the new normal to sustain the business.

**Digital Learning** The outbreak of COVID-19 led to a severe impact not only on the economic and education sectors. The policy was conducted to minimize the spread of the virus by eliminating all face-to-face learning activities [9]. This policy pushes education institutions to immediately think of alternative solutions so that the learning process can proceed without face-to-face interaction. The solution is conducting online learning activities [10]. Online learning activities eliminate distance by utilizing electronic learning, internet-based, in order to support the learning process without face-to-face interaction. Furthermore, Aristovnik [11] said that the learning process must continue, and the quality of learning must remain good even during the pandemic and new normal; therefore, the way teachers teach must change.

### 3 Methods

The method used in this study is a descriptive qualitative using a case study approach. This study described how a language course in Surabaya maintained its sustainability during the pandemic and new normal by emphasizing enhancing human resources capacity to adapt to this situation. When the human resources adapt, hopefully, the business will still be able to run and profit from customers.

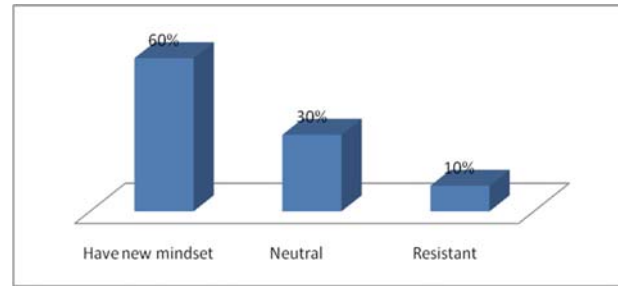
The authors collected the data in April 2019-mid 2022 by conducting participative observation, in-depth interviews with the employees, and documents review. The authors analyzed the data by making data reduction from observation; then reduced the data to produce better data. The validity was achieved through triangulation. Then the authors compared the data from documents, observations, and interviews to get accuracy.

### 4 Results and Discussion

The authors studied how a language course in Surabaya can maintain its sustainability during the pandemic and face a new normal condition. Indeed, this language course has 20% administration staff and 80% teachers. Most of its customers are students that study at the university, while the rest are public.

The pandemic, which continued with a new normal situation, influenced the education sector as well, especially the number of customers since people need to do social distancing and cannot go to the course to minimize the spread of the virus. Consequently, the business process needs to be shifted online, so the business can operate as before and can be reached by customers. The problem is that not all employees are willing and ready to shift the business and the learning process to online [12]. In this situation, a new mindset about the pandemic and a new normal situation must be comprehended well by all employees. They must understand that the option is to change to sustain the business. Rachmasari [13] said that the pandemic and new normal situations should not be considered difficult but a case to be learned and solved. Thus, a proper mindset will keep the business running.

Figure 1 shows that 10% of the employees in this language course were resistant and unwilling to change. These staff portrayed that the pandemic is just short-term, so



**Fig. 1.** The mindset condition of human resources

why try to prepare online things that make the staff difficult? Moreover, if this condition is solved quickly, it may lead to an obstacle. Thus, in this case, the course leader gave understanding and guidance to the resistant ones. The staff needs to be explained that this unexpected situation may be long and can affect the business if the business does not adapt to the situation. The business may stop if there are no customers.

In order to adapt to the pandemic and new normal situation, the company's human resources must be equipped with the necessary skill and knowledge. As shown in Fig. 1, the course identifies and equips human resources with the necessary skills: digital communication, digital teaching, and digital marketing.

All human resources received training in digital communication which is very important to communicate with both internal and external during the pandemic and new normal situation, especially during WFH. Some digital communications are Zoom, Google Meets, Google Forms, Google Drive, social media etc.

The teaching staff received training in digital teaching which is essential to create exciting and enjoyable learning for both online and hybrid learning so that customers are interested in joining the course. Teachers are trained to manage online classrooms (pedagogy, teaching method) and tools that can be used, such as premium zoom feature, Mentimeter, Padlet, quizizz, Kahoot etc. In doing so, the language course supports the learning process with premium zoom, good wifi, and other related equipment. Indeed, Al-Awidi & Aldhafeeri [14] said that teachers need to have pedagogical knowledge and digital learning skills to make learning more effective and efficient, especially during the COVID-19 pandemic. Moreover, the administrative staff received training in digital marketing, such as Instagram marketing, content writing etc., to make the product and service offered by the language course reachable to the public (Table 1).

The digital marketing chosen is social media marketing, especially Instagram marketing, since most of the customers are students who are mostly Instagram users. The

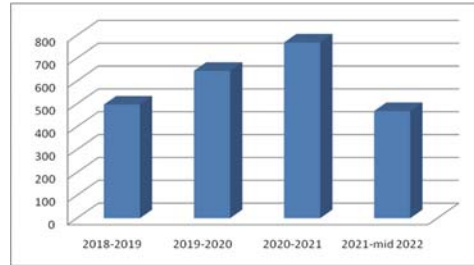
**Table 1.** Staffs' Training

Percentage of staff received training in digital communication	100%
Percentage of teachers received training in digital teaching	100%
Percentage of admin received training in digital marketing	50%





**Fig. 2.** Number of followers of social media



**Fig. 3.** Number of customers

administrative staff received training in digital marketing to boost the extent of customers so that they understand the product and service offered by the course.

The content posted on Instagram is created creatively and interestingly so that many people are interested in the course. We can see in Fig. 2 that the number of followers from year to year increases, which means the number of prospective customers that know the product and service offered by the course also increases.

Finally, in Fig. 3 exhibits the results of enhancing HR capacity in the language course. In this case, the number of customers was little affected since the course used a strategy to overcome the situation. The course prepares the mindset and equips HR with the necessary training and equipment, approaches loyal customers, and offers customized courses as they need with an economical cost fee. The strategy worked, and customers increased. Indeed, the profit is not much since the course offers many discounts and offers many programs with economical cost fees.

## 5 Conclusion

The pandemic and new normal conditions bring a business to a challenging situation that pushes businesses to act in new ways to sustain business. A business must consider a proper strategy [15]. The language center chooses the strategy of enhancing human resources. Indeed, it is proved to be effective in making the course sustainable during the pandemic and new normal. The mindset of HR is one key to adapting to the situation. Then the language course prepares the readiness of the employees by giving necessary training and support with related infrastructure. Consequently, the unusual condition of the pandemic and new normal is no longer a matter since through digital technology equipped by the employees; the course can reach the public to be customers and sustain.

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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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### 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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#### Proceedings Article

### 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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### Proceedings Article

## 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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### Proceedings Article

## 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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#### Proceedings Article

## 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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#### Proceedings Article

### 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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## 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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### 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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#### **Proceedings Article**

### 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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### 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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#### **Proceedings Article**

### **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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#### Proceedings Article

### 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 Yudiarso, 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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### Proceedings Article

## 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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### Proceedings Article

## 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 PNB 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 PNB derived from Tobelo Port activities from January 2018 to June 2022 and determine each PNB 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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#### Proceedings Article

### 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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#### Proceedings Article

### 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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### IT and the Performance of Healthcare Through the Transaction Cost Mechanism During Turbulence Conditions

Andri Rianawati

This article aims to investigate the connection between hospital performance under challenging circumstances and information technology. This study used a quantitative approach with an online survey. A structural equation model (SEM) with Smart PLS was used for data analysis. The findings of this study...

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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

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## Green Entrepreneurship

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

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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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Amelia, Fidelis Arastyo Andono

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#### **Proceedings Article**

### 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

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

Erna Andajani, Tuani Lidiawati Simangunsong, Arum Soesanti, Elieser

Tarigan

For more information, please contact us at: [contact@atlantis-press.com](mailto:contact@atlantis-press.com)

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

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Wijittra Srisorn, Sunthan Chayanon, Danty James

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