

# BOOK OF ABSTRACTS

## THE 4<sup>th</sup> ASIA-PACIFIC MANAGEMENT RESEARCH CONFERENCE

**“Survive or die: The Way Businesses  
Respond to Covid 19’s Crushing Blow”**

**May 18<sup>th</sup> – 20<sup>th</sup>, 2022**

Widya Mandala Surabaya Catholic University, Indonesia

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**The 4<sup>th</sup> Asia-Pacific Management  
Research Conference –  
“Survive or die: The Way Businesses  
Respond to Covid 19's Crushing Blow”**

# APMRC 2022

May 18<sup>th</sup> - 20<sup>th</sup>, 2022 Surabaya, Indonesia

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## FOREWORD FROM THE DEAN

Ladies and Gentleman  
Academician and Scholars

On behalf of the PPM School of Management (Sekolah Tinggi Manajemen PPM), I welcome you to the 4<sup>th</sup> Asia-Pacific Management Research Conference (APMRC) in Surabaya, Indonesia. Without God's permission, this international conference would not have been possible.

I would like to thank our partner universities, Widya Mandala Surabaya Catholic University, Surabaya (Indonesia), Hanoi University of Science and Technology - School of Economics and Management (Vietnam), and Department of Business Administration - Asia University (Taiwan), who always show commitment in maintaining our collaboration. So many things can be realized with the synergy between academics from the four academic institutions.

Furthermore, the current theme of this conference is less meaningful if there are no experts who provide their perspectives that are relevant to the theme. Therefore I would like to thank Prof. Dr. Nigel Culkin as Senior Academic Manager at the University of Hertfordshire (UH), United Kingdom; Dr. Edhijanto Widaja Taufik as Founder & President Director PT Mandaya Sehat Utama, Indonesia; Prof. Dr. Ming Lang Tseng as Editor in Chief of Journal of Industrial and Production Engineering, as Director of Institute of Innovation and Circular Economy Asia University, Taiwan, for their willingness to be the speaker at this conference.

I also want to thank 136 academicians, executives, and scholars from four countries who have sent extended abstracts. The reviewers who worked hard, read all the extended abstracts and professionally selected quality research abstracts to be accepted at this international conference.

I thank you For 102 presenters who will present their ideas and research results for the past two days. Hopefully, through this conference. there will be a dialogue between academics and scholars from various academic institutions, which will produce input to improve the quality of your research and publications. Also possible, new ideas for your future research.

Finally, for all members of the organizing committee who have worked hard for the past nine months, highest appreciation for all of you. I am sure this conference will produce research that will broadly benefit Indonesia and Asia Pacific..

I wish all of you every success with this important conference.

**Dr. Pepey Riawati Kurnia, M.M., CPM., CAC., CODP.**  
Acting Dean  
Sekolah Tinggi Manajemen PPM, Indonesia  
(PPM School of Management)

## FOREWORD FROM THE CHAIRMAN

It is with profound pleasure that I write this Foreword to the Book of Abstracts (BoA) for the 4th Asia-Pacific Management Research Conference held in Surabaya, Indonesia, on May 18th-20th, 2022. I recalled formulating the concept and conducting this conference with the Research Center and Case Clearing House (RC-CCH) Team back in 2017. The conference encourages fresh and impactful studies that address the latest issues and topics, particularly in economics, management, business, and accounting. The forum particularly welcomes the discussion and sharing among research fellows in a semi-formal academic setting. As we reach the fourth conference, we are confident that we will maintain a contribution to the global literature.

It is undeniable that the theme of the COVID-19 Pandemic is the main issue of this fourth conference, but rather than focusing on the misery, we look for models, technologies, and concepts that are beneficial for the economy and businesses to grow toward the new normal. This conference received 136 abstracts, of which 102 were accepted (25% reject rate), and will forward the full manuscripts to the Atlantis-Press indexed proceedings, distinguished Scopus-indexed journals, and SINTA-accredited journals.

I would take this opportunity to express gratitude to:

**Host Partners:** the Widya Mandala Surabaya Catholic University, Surabaya (Indonesia), the Hanoi University of Science and Technology–School of Economics and Management (Vietnam), and the Department of Business Administration–Asia University (Taiwan).

**Co-Host Partners:** Telkom University, STIMIK ROSMA, Universitas Atma Jaya Makassar, LSPR Communication & Business Institute, and Universitas Prasetya Mulya.

We also thank all authors and participants for their contributions.

This BoA will furnish the conference participants with excellent reference abstracts. I also trust that this will be an impetus to stimulate further study and research in all these areas.

**Erlinda N. Yunus, S.TP., M.M., Ph.D.**

Associate Professor of Operations Excellence  
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## TABLE OF CONTENTS

<b>FOREWORD FROM THE DEAN .....</b>	<b>4</b>
<b>FOREWORD FROM THE CHAIRMAN .....</b>	<b>5</b>
<b>ORGANIZER .....</b>	<b>6</b>
<b>TABLE OF CONTENTS .....</b>	<b>8</b>
<b>[Abs-16] The Impact of Triple a Supply Chain Characteristic on Supply Chain Resilience under Disruption Risk .....</b>	<b>14</b>
<b>[Abs-19] The Impact of Political Connections, Auditor Quality and Family Ownership on Real and Accruals Earnings Management Practices of Publicly Listed Firms .....</b>	<b>15</b>
<b>[Abs-23] Green Innovation in Marketing Research: A Systematic Literature Review and Bibliometric Analysis .....</b>	<b>16</b>
<b>[Abs-25] International Marketing Channel: Systematic Literature Review 2010 - 2021 .....</b>	<b>17</b>
<b>[Abs-26] Exploring Ethnic Tourists' Attitude and Revisit Intention by Using the Theory of Planned Behavior .....</b>	<b>18</b>
<b>[Abs-28] Analyzing Performance of Campus Catering Operations: A decision Support Based on Machine Learning .....</b>	<b>19</b>
<b>[Abs-29] Analysis Online Teaching - Learning During the Pandemic Coronavirus Disease (Covid -19) (Case Study : STIMIK Rosma) .....</b>	<b>20</b>
<b>[Abs-30] Determinant Attitudes Toward Behavior and Barrier on Electronic Money Adoption .....</b>	<b>21</b>
<b>[Abs-31] The Relationship between Money Supply and Stock Return, Before and After Quantitative Easing Policy .....</b>	<b>22</b>
<b>[Abs-35] Financial Distress Analysis using Altman, Springate, Zmijewski, and Grover Methods for Small and Medium Enterprises Debtors During the Covid-19 Pandemic. ....</b>	<b>23</b>
<b>[Abs-41] Enhancing Behavioral Support for Change: The Role of Employee Participation and Change Self-Efficacy as Predictors.....</b>	<b>24</b>
<b>[Abs-42] Factors Affecting Consumer's Online Shopping Behavior During the Covid-19 Pandemic: An Integrative Model.....</b>	<b>25</b>
<b>[Abs-43] Idiosyncratic Risk: Trend and Growth in Indonesian Capital Market .....</b>	<b>26</b>
<b>[Abs-45] Hedging Cryptos with Bitcoin Futures.....</b>	<b>27</b>
<b>[Abs-46] Analysis of the Optimal Housing Size for Housing Demanders.....</b>	<b>28</b>
<b>[Abs-47] Innovation Capability in Manufacturing Firms: A Systematic Literature Review and Research Agenda .....</b>	<b>29</b>
<b>[Abs-50] Indonesia Capital Market Amazing Recovery: An Analysis .....</b>	<b>30</b>



[Abs-55] A study of Users' Attitudes and Intention to Apply Visual Analysis Technology to Extended Audit Reports .....	31
[Abs-57] Foreign Workers and Investors in Indonesia: Border Control Practices and Challenges During the Covid-19 Outbreak .....	32
[Abs-58] Do Women on Board, Institutional Ownerships, and Governance Committees Relate to Environmental, Social, Governance (ESG) Disclosure?.....	33
[Abs-62] An Empirical Study on the Customer Satisfaction of Taitang's Chinese Numerology Consulting Service and Products .....	34
[Abs-63] The Influence of Brand Image and Perceived Value of Electric Scooter on Purchase Intention—Taking Gogoro Inc. as an Example.....	35
[Abs-64] The Implementation of Industry 4.0 in Indonesian Museums.....	36
[Abs-65] Investor Sentiment and Business Cycle.....	37
[Abs-76] Leading Public Company During COVID-19: The Effect of Ambidextrous Leadership on Business Agility .....	38
[Abs-80] Service Quality Dimensions of Crypto Assets Platform in Indonesia .....	39
[Abs-86] The Effect of Product Knowledge, Involvement, Risk Avoidance and Uncertainty Avoidance on Investment Intention with Perceived Risk and Perceived Uncertainty as Mediation Variables in The Equity Mutual Fund Industry .....	40
[Abs-88] Determining the Effectiveness of The Board of Directors in Decision Making .....	41
[Abs-93] How is Entities response regarding Tax Dispute after and before pandemic (comparison Case Study of PT XYZ to PT PGN).....	42
[Abs-94] Developing Business Model Innovation by The Value Proposition Integration in Engineering Consulting Firm.....	43
[Abs-96] Using Throughput Accounting to Assess Organizational Survivability and Susceptibility.....	44
[Abs-97] Influence of Menu Visual Appeal and Menu Informativeness on Purchase Intention Through Desire For Food (Study on Pizza Hut Bandung Consumers).....	45
[Abs-101] Bibliometric Analysis of Research Related to Small and Medium-Sized Enterprises in Vietnam .....	46
[Abs-102] Analysis of Entrepreneurial Characteristics Factors in the Success of Small and Medium Enterprises: A Study at the Cibaduyut Footwear Production Center, Bandung.....	47
[Abs-103] The Interpretation of the Unified Theory of Acceptance and Use of Technology 2 (UTAUT 2) Action on the Adoption of I.Saku Application .....	48
[Abs-109] The Determinants of Cross-Country Travelers' and Student Study abroad Intention to Choose the Islamic or Non-Islamic Countries: A Halal Tourism Implication .....	49

[Abs-110] Management of Counseling Services and Digitalization of Early Detection Mental Health Disorders Reducing High-Risk in Education.....	50
[Abs-114] The Role of Digitalization Performance on Digital Business Strategies in MSME's in Indonesia.....	51
[Abs-115] Analyzing the Suitability of Time Series and Associative Forecasting Method for Cotton Bud Product.....	52
[Abs-116] Supply Chain under COVID-19: A Case Study of a Multinational Pharmaceutical Company in Indonesia.....	53
[Abs-118] Survive or Die: Untapped Market Potential of Informal Worker Segment on Indonesia's Social Protection Program in the New Normal Era .....	54
[Abs-119] Technology-Based Initiatives and Adoption Challenges in Reducing Food Losses and Waste: A Systematic Literature Review.....	55
[Abs-120] Firm Value Effect of Managerial Ability and External Control Mechanism: Mediation Role of Financial Reporting Quality .....	56
[Abs-121] Publications of Toba Bataknese Culture (Multimodal Analysis of Zonabatak Instagram Account Uploads).....	57
[Abs-123] Human and System Trust in the Sharing Economy: Customer Intention Perspective .....	58
[Abs-125] Analysis of the Use of Mobile Banking Using the Unified Theory of Acceptance and Use of Technology (UTAUT-2), Trust and Word-of-Mouth (WOM) for BNI Customers in Bandung .....	59
[Abs-127] Knowledge, Attitude, and Perception on Virtual Learning during Covid-19 Pandemic among Public Junior High School Science, Technology, and Engineering (STE) Students in Valenzuela City.....	60
[Abs-128] The Influences of Perceived Credibility and Consumer Attitude towards Purchase Intention of Some by Mi's YouTube User Generated Content.....	61
[Abs-131] Sustainable Supply Chain Finance Enablers in Somaliland: Collaboration Drives Financial and Product Service Management.....	62
[Abs-132] Designing Integrated Marketing Communication Strategy for XYZ Product in Jabodetabek Period 2021 - 2024 .....	63
[Abs-133] A Case Study of New Era Art Resort & Spa about its Business Evolution and Coping Strategies with Covid-19.....	64
[Abs-134] The Impact of Security and E-WOM to Purchase Decision with Trust as Mediator in Online Shopping Through the Shopee Application .....	65
[Abs-135] Influence of Organizational Change on the Employee Performance of PT PLN (Persero) ULTG Bintan .....	66
[Abs-137] The Influence of Service Quality and Physical Facilities on Repurchase Intention with Customer Satisfaction as an Intervening Variable at a Local Coffee Shop in Jakarta .....	67

[Abs-139] Exploring an E-Commerce Business Model for Pets from the Perspective of Service Blueprint-the Company of Fan Ai Pet .....	68
[Abs-140] Strategy in Increasing “My Keranjang” Income as Micro Small and Medium Enterprises (MSME) Through Digital Marketing.....	69
[Abs-142] Identifying the Meanings of Second-Hand Fashion Luxury Possessions amongst Indonesian Women .....	70
[Abs-144] The Role of Non Celebrity Influencer and E-WOM through Social Media to Purchase Intention .....	71
[Abs-145] Does Financial Literacy On Millennial Entrepreneurs Affected Their Level Of Financial Well-Being During Pandemic COVID-19? (Empirical Evidence from Indonesia) .....	72
[Abs-147] Improving School Experience through Design Thinking .....	73
[Abs-148] Ethics Understanding and Organizational Support as Drivers to Blowing the Whistle .....	74
[Abs-150] Tax Amnesty Fairness: A Policy Review .....	75
[Abs-152] To be or not to be, that is a Question: Critique of Taiwan’s Planned 2022 National Security Act Amendment against Economic Espionage by China .....	76
[Abs-155] Fashion-Buying Decisions at Shopee Are Influenced By Price, Convenience and Trust.....	77
[Abs-156] Board Characteristics Impact on Corporate Risk Disclosure: A study of Indonesian Listed-Firms .....	78
[Abs-157] Sharia Hotel Booking Intention: The Mediating Role of Electronic Word-Of-Mouth among Y and Z Generation in Indonesia.....	79
[Abs-158] Family-Friendly HRM Policy in Kepulauan Riau, Indonesia .....	80
[Abs-159] The Effect of Word of Mouth on Customer Relationship Management in the Waste Management Industry (Case Study of PT. Putra Kemuning).....	81
[Abs-160] Comparison of Job Crafting between 3 types of Hospitals in Indonesia during the New Normal Era Covid-19 .....	82
[Abs-161] Contributing Factors to Women Start-ups Leaders’ Survival through the Pandemic in Indonesia: A Qualitative Approach .....	83
[Abs-162] Should I Blow the Whistle? An in-Depth Study towards Revealing Determinants of Whistleblowing .....	84
[Abs-163] An Analysis of Stock Momentum in Style Investment: Evidence from Taiwan .....	85
[Abs-169] Social Media Promotion Strategy Budget Hotel XYZ Period 2022-2023	86
[Abs-172] What Makes the Integration and Synergy Failed? Multiple Case Study on the Post Establishment of Sectoral Indonesian State-Owned Holding (SOH) during Covid-19 Pandemic Era.....	87

[Abs-173] Qualitative Paradigm of Risk Management.....	88
[Abs-174] Entrepreneurial Risk Management of Buddhist Entrepreneurs.....	89
[Abs-179] The Innovative Investment in Strategic Decision with Externalities .....	90
[Abs-181] Student Satisfaction Analysis of Academic Service Quality at STMIK Rosma Using Service Quality Framework.....	91
[Abs-182] Analysis Adoption E-Commerce SMEs Using Innovation Diffusion Theory Framework (Case Report : Karawang District) .....	92
[Abs-184] Vietnam tourism industry during Covid-19 pandemic: Issues and Solutions .....	93
[Abs-185] The Importance and Use of Management Accounting Practices: Descriptive Study during the Covid Pandemic .....	94
[Abs-187] Consumer Behavior towards Sustainable Fashion.....	95
[Abs-188] Vietnamese Micro-Enterprises during Covid-19 Pandemic .....	96
[Abs-189] Digital Maturity: Theory and Models Applied to Businesses in Vietnam ...	97
[Abs-190] Effectiveness of Integrative Application of Quality Management Systems with Productivity and Quality Improvement Tools in Businesses .....	98
[Abs-192] The Effect of Brand Trust as the Mediator towards Brand Loyalty of Indomie .....	99
[Abs-194] Factors Influencing on Consumer Buying Behavior of Confectionery Products of Domestic Enterprises: An Empirical Study in Hanoi.....	100
[Abs-195] Research on Vietnamese Consumer Behavior towards Organic Products at Mini Supermarkets .....	101
[Abs-196] A Digital Maturity Model for Electronics Manufacturing Firms toward Servitization with Integrated Approach.....	102
[Abs-208] Agency Theory in Higher Education Governance and Roles of Internal Auditors: From the Private Sector Perspective to the Case of Vietnamese Public Higher Education Institutions.....	103
[Abs-209] Customer Analytics in Vietnamese e-Commerce Firms: Status Quo and its Influences on Firm Performance .....	104
[Abs-210] Underpricing or Overvaluation? Theoretical Review of Initial Public Offering Phenomenon.....	105
[Abs-213] Business Strategy for Micro, Small, and Medium Enterprises (MSMEs) in the Pandemic Era .....	106
[Abs-218] Strategic Alliance and Tacit Collusion, of Competitive Advantage Through Market Area, Product Innovation Cooperativa Café Timor And National Cooperative Business Association (CCT - NCBA ) in Timor Leste.....	107
[Abs-221] Tax Incentives, Growth Opportunities, Investment Opportunities, and Prudence Accounting.....	108

<b>[Abs-226] Board of Directors Diversity, Public Ownership, and Earnings Quality ....</b>	<b>109</b>
<b>[Abs-228] Effect of UTAUT Factors towards Intention to Use M-Banking in the Covid-19 Pandemic.....</b>	<b>110</b>
<b>[Abs-229] Does Experiential Marketing and Lifestyle Impact on Customer Loyalty? (Study at Excelso Coffee Shop Kupang Nusa Tenggara Timur Indonesia) .....</b>	<b>111</b>
<b>[Abs-230] The Effect of Enterprise Risk Management Disclosure, Capital Structure, and Dividend Policy on the Firm Value.....</b>	<b>112</b>
<b>[Abs-231] The Effect of Corporate Governance Mechanism on Company Value with Earnings Quality as Mediation .....</b>	<b>113</b>
<b>[Abs-232] The Risk-Based Audit Program Design for Export Activities at PT. PAMAS Indonesia: New Normal Preparation .....</b>	<b>114</b>
<b>[Abs-233] A Theoretical Framework of the Mediation Analysis on The Relationship Between Corporate Social Responsibility and Financial Performance.....</b>	<b>115</b>

[Abs-76]

## Leading Public Company During COVID-19: The Effect of Ambidextrous Leadership on Business Agility

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### Abstract

This article attempts to explore ambidextrous leadership and its influence on business agility and firm performance. This article is based on a cross-sectional study involving 113 CEOs, directors, and senior management from 34 companies listed on the Indonesia Stock Exchange. Data collection is conducted by online-questionnaire with a convenience approach. The data obtained was analyzed by using SmartPLS version 3. This empirical result recommends that during the COVID-19 crisis, leading public companies in Indonesia tend to be more explorative rather than exploitative in order to influence business agility. Supply chain agility plays a more important role in driving firm performance rather than the agility in operational or marketing.

### Keywords:

Ambidextrous Leadership, Business Agility, Public Companies

### Topic:

Strategic Management