

2nd Biannual Lead In Asia Conference

LEADING DISRUPTIVE CHANGE IN ASIA

4 - 6 July, 2018

Nusa Dua Beach Hotel, Bali



MONASH
University



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Buku Panduan

2nd Biannual Lead In Asia Conference **LEADING DISRUPTIVE CHANGE IN ASIA**

Departemen Manajemen

Fakultas Ekonomi dan Bisnis, Universitas Indonesia

2nd Biannual Lead In Asia Conference
LEADING DISRUPTIVE CHANGE IN ASIA

ISBN : 978-602-61849-2-4

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CONTENTS

Welcome to Lead in Asia	5
Conference Partners	6
Pre-Conference Workshop	7
Keynotes	8
General Information	10
Social Functions	11
Program Overview	12
Conference Program Details	13
Paper Abstracts	18

WELCOME TO LEAD IN ASIA!

It gives me a great pleasure to welcome you to the 2nd Lead in Asia Conference in Bali!

The conference theme, *Leading Disruptive Change in Asia*, comes at a pivotal time when the transformation of the Asian region into the economic powerhouse of the world is occurring at an even more staggering scale and pace. Organisations in China, India, Japan, Indonesia and other countries in this fastest growing region in the world recognize the urgent need to develop the next generation of leaders fast through accelerated development opportunities.

I trust our interactions over the next three days will shed new light on this challenge as we consider how we can have more fruitful engagements with the region both as academics and practitioners. Our Keynote Speakers will set the tone for these interactions, alongside a pre-conference workshop and over 40 presentations on leadership and leadership-related themes in various settings.

I would to extend my gratitude to all those who helped make this conference a reality. Monash University, Swinburne University, and Universitas Indonesia as Platinum Conference Partners make this conference possible. I'd like to acknowledge the partnership and support given by other conference partners – the International Leadership Association, Universitas Padjajaran, and Petra Christian University. I am also deeply grateful to the staff and students at Sekolah Tinggi Pariwisata Bali, our most wonderful local host of the conference. And of course, special thanks to our reviewers who have given their valuable time reviewing paper submissions.

I hope that you enjoy Lead in Asia Conference 2018 and all that Bali has to offer.

Professor Sen Sendjaya
Lead in Asia Conference Chair

CONFERENCE PARTNERS



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UNIVERSITAS PADJADJARAN



International Leadership Association



PRE-CONFERENCE WORKSHOP



Professor Kevin Lowe

Kevin B. Lowe is Professor of Leadership in the Business School at the University of Sydney. A recognized leader in the field of leadership, Kevin is on ten editorial boards including *The Leadership Quarterly* (Associate Editor), *Journal of Management*, *Journal of Organizational Behavior*, *Journal of International Business Studies*, *Journal of Leadership and Organizational Studies*, *Leadership*, *Journal of World Business*, and *Group and Organization Management*.

His research has garnered a number of awards including twice winning the Best Paper of the Year Award from *The Leadership Quarterly*, the Article of the Decade Award from *the Journal of International Business Studies*, and the Decennial Influential Article Award from *The Leadership Quarterly*. In 2017 he received an Emerald Citation of Excellence, recognizing articles of high impact over the most recent three years (2014-2016), for his review and extension of the field of followership.

Professor Lowe serves on the Board of Directors of the International Leadership Association, the Australia and New Zealand Academy of Management, and the Southern Management Association where he is currently the President. He serves on the Harvard Business Review Advisory Council, is a Fellow of the Centre for Leadership Studies at Lancaster University (UK), and a Fellow of the Southern Management Association.

The Pre-conference Workshop that Kevin will lead is titled “Meta-Analysis: A Practical Introduction with Hands-On Practice.” This session synthesizes from many resources to provide a practical introduction to conducting meta-analysis and interpreting meta-analytic results. Designed to cover the basics the session focus is on often-overlooked issues in meta-analytic searching, judgment calls, analyses, and reporting. Attendees will be given a brief overview of software packages (and syntax) available for conducting meta-analysis. The session will culminate in a hands task where participants will code a primary study. Participants will compare their coding results with other attendees to gain insight into the role of judgment calls in meta-analytic results. Questions will be welcomed throughout the session.

This session includes both a content section and a hands-on practice section. In the hands-on section workshop participants will code a primary study for inclusion in a meta-analysis. The process of explaining the coding task to participants, allowing participants time to code the study individually, to then compare their results with other participants in small groups, followed by the presenters sharing best practice results and judgment calls in coding will take approximately 60 minutes.

This session includes both a content section and a hands-on practice section. In the hands-on section workshop participants will code a primary study for inclusion in a meta-analysis. The process of explaining the coding task to participants, allowing participants time to code the study individually, to then compare their results with other participants in small groups, followed by the presenters sharing best practice results and judgment calls in coding will take approximately 60 minutes.

The workshop is targeted towards scholars who want to understand how to conduct a meta-analysis and the related judgment calls, as well as practitioners who want to understand the utility of meta-analysis for informing evidence based practice and who wish to be able to evaluate the quality of meta-analytic findings. Key takeaways include:

- Ability to identify research questions appropriate for meta-analysis;
- Identify state of the art strategies for conducting meta-analytic literature searches, best practices in judgement calls and data storage practices;
- Awareness of various meta-analytic software packages and the relative benefits and trade-offs between package costs and package features;
- Hands-on practice coding studies for meta-analysis.

KEYNOTES

Professor Bill Harley

Professor Bill Harley is Professor of Management, James Riady Chair of Asian Business, and Associate of the Centre for Workplace Leadership, in the Faculty of Business and Economics at The University of Melbourne. His work focuses primarily on employee responses to new management practices, particularly so-called 'high performance work systems'. Throughout his academic career, the central question motivating Bill's work has been how government policy and managerial practice shape the ways that employees work and what this means for their work and non-work lives.



Bill was previously General Editor of Journal of Management Studies (JMS) and is currently essays co-editor with this journal, as well as sitting on a number of editorial boards. He has acted as a consultant to a number of national and international organisations including the OECD and the ILO. Trained as a political scientist (BA Hons and PhD from the University of Queensland), Bill worked for the Commonwealth Government in Canberra prior to his academic career.

In his keynote on Thursday morning entitled "Leadership and High-Performance Work Practices: Implications for Asia", Bill will consider the evidence on High-Performance Work Practices (HPWPs) effectiveness and on factors which encourage their take-up. In particular, he will reflect on the role of leadership in the successful adoption of HPWS and draw out lessons for organisations. Over the past few decades, a huge amount of research has been devoted to exploring the human resource management (HRM) practices which drive performance. We now know, with considerable confidence, that sets of practices which enhance employee skills, motivation and opportunity to contribute are central to performance gains. These sets of practices are commonly referred to as 'high performance work systems' (HPWS). In spite of the amount of evidence demonstrating the effectiveness of HPWS, the evidence suggests that their adoption is quite limited across industries and countries. This poses an important question – if HPWSs are effective, why aren't all or most companies adopting them?



Dr Cynthia Cherrey

Cynthia Cherrey is President and CEO of the International Leadership Association (ILA), a global network of leadership scholars, educators, and practitioners. Previously, Cynthia served as Lecturer in the Woodrow Wilson School of Public and International Affairs and Vice President for Campus Life at Princeton University. As president of a multi-sector professional association, she is an expert at working in the intersections and crossing the borders and boundaries organizations encounter. Cynthia consults and speaks to non-profit and for-profit organizations around the world on leadership and organizational change.

Cynthia publishes in the areas of leadership, organizational development, and higher education including co-authoring *Systemic Leadership: Enriching the Meaning of our Work*, co-editing ILA's *Building Leadership Bridges* book series, and co-editing *Women and Leadership Around the World*. In 2016 she did a podcast series for VoiceAmerica's business channel on global leadership with Maureen Metcalf, host of *Innovative Leaders Driving Thriving Organizations*. A sought-after advisor, Cynthia presently serves on the editorial board of *Asian Women* and the President's Advisory Group at Carnegie Mellon University. The recipient of a J.W. Fulbright Scholarship and a Fellow at the World Business Academy, her contributions to the field of leadership are widely recognized. Cynthia received her Ph.D. in organizational leadership and management.

In her keynote on Thursday afternoon entitled "Open to Possibility", Cynthia will discuss the challenges leaders face today in an interdependent and demanding globalizing world. Dramatic innovations in communications technology allowing people and organizations around the world to interact personally and simultaneously, increased economic interaction among countries via extensive trade and investment, and the rapid blurring and spanning of multiple boundaries and borders are all markers of globalization. This talk will explore the question of how global interdependencies and disruptive change affect how we think about leadership--the study, teaching and practice of leadership in a globalizing world and being open to the possibilities.

Professor Ali Ghufron Mukti

Professor Mukti is Director General of Resources for Sciences, Technology and Higher Education at the Ministry of Research, Technology and Higher Education, Republic of Indonesia; Head of Health Joint Committee for Ministry of Research, Technology and Higher Education and Ministry of Health, Republic of Indonesia; Acting Rector of University of Trisakti, Indonesia. He obtained his PhD in 2000 from Faculty of Medicine, University of Newcastle, Master of Science from Mahidol University, and medical doctor (dr.) from Universitas Gadjah Mada.

In his keynote panel presentation on Friday morning, Professor Mukti will discuss the role of university in preparing future leaders of Indonesia



role

Dr Rozan Anwar



Dr Rozan Anwar is Founder and Commissioner of Daya Dimensi Indonesia (DDI). Under his leadership, DDI has grown significantly. A qualified Master Trainer for DDI, Rozan facilitates training and learning system for all DDI modules. His main role since 1998 is its Strategic Consultant and Advisor.

In addition, Rozan has established the Better Indonesia Foundation (YILB) as part of his calling in social responsibility. Rozan's serves in the Governing Board of IPMI and Jakarta Institute of Art (IKJ). He held a doctorate degree from Universitas Indonesia and MBA degree from University of Colorado.

In his keynote panel presentation on Friday morning, Dr Anwar will share the insights and tips gleaned from his experiences developing leaders in ASEAN countries.

GENERAL INFORMATION

CONFERENCE VENUE INFORMATION

The conference venue is the Nusa Dua Beach Hotel & Spa, a 5-star hotel located in Bali's southern peninsula and just 15 minutes drive from Ngurah Rai International Airport via the new Bali Mandara toll road. It is also within easy traveling distance to many of the island's major tourist attractions. The hotel features three outdoor pools and a private beach. Designed to resemble a Balinese palace, it offers several daily activities including free scuba diving lessons, aqua aerobics, and Balinese dance classes.

REGISTRATION DESK

All delegates will need to register at the Registration Desk when they first arrive at the Conference to collect their name badge and other related materials. Registration Desk will be set up in front of the Keraton Room, the main room for the conference.

MOBILE PHONES.

As a courtesy to fellow delegates and speakers, please ensure your phone is switched off or is on silent during all Conference sessions.

INTERNET ACCESS

All delegates will be able to access wireless internet in the conference area and hotel lobby. Password will be given to participants at the start of the conference.

CONFERENCE CATERING

All morning teas, lunches and afternoon tea will be catered at the Nusa Dua Beach Hotel. Please refer to the conference program for meal and break times.

NAME BADGES

All delegates, speakers, sponsors, and exhibitors will be provided with a name badge, which is requested be worn at all times within the Conference venues. This will help other attendees identify who you are, and also provide a visual security check for the venue. Entry to sessions and catering may be refused if you are not wearing your name badge.

SECURITY

Participants are reminded to ensure all personal items of value are carried with them at all times. Please do not leave laptops or bags unattended.

SMOKING POLICY

The Conference and social functions are all non-smoking. Delegates are requested not to smoke within the conference area and social functions

LOST PROPERTY

All lost property can be handed in/collected from the Registration Desk.

EATING OUT

Nusa Dua provides a large variety of food of both local and international varieties. Whether you want to dine on the beach overlooking the ocean or experience local cuisines, Nusa Dua can provide fantastic options for everyone's taste and budget. Please contact the STP Bali Nusa Dua team near the registration desk or the hotel concierge for further information.

SOCIAL FUNCTIONS

WELCOME RECEPTION

Join us at for a welcome reception at the Beach Garden located inside the conference venue hotel. Drinks and canapés are provided. You will be able to collect your badge at the Welcome Reception from 5:00pm. This event is inclusive for all full conference registration delegates; additional tickets are available for purchase for AUD\$50.

Date: Wednesday 4 July 2018
Venue: Beach Garden, Nusa Dua Beach Hotel
Time: 5:00pm – 7:00pm

CONFERENCE DINNER

Enjoy local Indonesian cuisine at Ganesha Restaurant, located on the STP Bali campus. Dinner is inclusive for full conference registration delegates. Additional tickets can be purchased for AUD\$75. Day registration does not include dinner.

Date: Thursday 5 July 2018
Venue: Ganesha Restaurant
Time: 7:00pm – 9:00pm

OPTIONAL TOURS

ULUWATU SUNSET TOUR

Friday evening, finish your week by watching the sunset over the Indian Ocean on Bali's southern coast. There will be an opportunity for dinner, to see some traditional Balinese dancing or to just take in the breath-taking views.



PADANG PADANG BEACH

On Saturday, enjoy one of Bali's most beautiful beaches. This beach features an exotic setting; a simply stunning one hundred-meter-long stretch of sand that is accessible down a flight of stairs through a unique hollow rock entrance. The surf has a steady set of barrels during good weather, attracting wave riders from around the world.

Further information regarding both of these tours will be provided at the conference.

PROGRAM OVERVIEW

WEDNESDAY

- 13:30 – 14:00** Registration
- 14:00 – 17:00** Pre-Conference Workshop – Professor Kevin Lowe
- 17:00 – 19:00** Welcome Drinks

THURSDAY

- 08:00 – 08:30** Registration
- 08:30 – 09:00** Opening Remarks
- 09:00 – 10:00** Keynote Presentation 1 - Professor Bill Harley
- 10:00 – 10:30** Morning Tea
- 10:30 – 12:15** Parallel Session 1 – Paper Presentation
- 12:15 – 13:15** Lunch
- 13:15 – 14:15** Keynote Presentation 2 - Dr Cynthia Cherrey
- 14:15 – 15:15** Parallel Session 2 – Paper Presentation
- 15:15 – 15:45** Afternoon Tea
- 15:45 – 16:45** Parallel Session 3 – Paper Presentation
- 16:45 – 18:30** Break
- 18:30 – 21:00** Conference Dinner (Shuttle bus will leave Nusa Dua Beach Hotel at 18:30).

FRIDAY

- 08:00 – 08:30** Registration
- 08:30 – 10:00** Keynote Panel Discussion – Professor Ali Ghufroon Mukti & Dr Rozan Anwar
- 10:00 – 10:30** Morning Tea
- 10:30 – 11:30** Parallel Session 4 – Short Presentation
- 11:30 – 12:10** Parallel Session 5 – Short Presentation
- 12:15 – 13:15** Lunch (end of conference)
- 14:00 –** Optional Tours

CONFERENCE PROGRAM

Wednesday 4 July 2018	
13:30 – 14:00	Registration
14:00 – 17:00	Pre-Conference Workshop Meta-Analysis: A Practical Introduction with Hands-On Practice – Professor Kevin Lowe, <i>University of Sydney</i>
17:00 – 19:00	Welcome Drinks

Thursday 5 July 2018			
8:00 – 8:30	Registration		
8:30 – 9:00	Opening Remarks		
9:00 – 10:00	Keynote Presentation 1 Leadership and High-Performance Work Practices: Implications for Asia – Professor Bill Harley, <i>University of Melbourne</i>		
10:00 – 10:30	Morning Tea		
10:30 – 12:15	Parallel Session 1 – Paper Presentation		
	<p>Social Issues in Leadership – Keraton Room Chair: Dr Corina D Riantoputra</p> <p>Felt Accountability: The Role of Managerial Monitoring Behavior and Individual's Perceived Resources Yosefine Aryani, <i>Universitas Indonesia*</i> Samian, <i>Universitas Indonesia</i> Corina D. Riantoputra, <i>Universitas Indonesia</i></p> <p>Stakeholder Analysis and Identification for Social Change Programs Jacinto C. Gavino, Jr., <i>Asian Institute of Management</i> Manuel J. De Vera, <i>Asian Institute of Management</i> Caby Verzosa, <i>Asian Institute of Management</i> Karmela Faustine C. Indoyon, <i>Asian Institute of Management*</i></p>	<p>Leadership Education and Development – Kamasan Room Chair: Dr Diana Sari</p> <p>Career Sponsorship: An Effective Way for Developing Women Leaders Jovina Ang, <i>National University of Singapore</i></p> <p>Branding international assignment through the eyes of Indonesian women Nayunda Andhika Sari, <i>Universitas Indonesia</i></p> <p>Women's Career Stagnation in Indonesian Zakat Foundations: A Glass Ceiling Phenomenon or a Leadership Incapability? Mirwan Surya Perdhana, <i>Diponegoro University*</i> Dian Ratna Sawitri, <i>Diponegoro University</i> Muhamad Ihwanul Muslim, <i>Diponegoro</i></p>	<p>Servant Leadership – Klungkung Room Chair: Professor Sen Sendjaya</p> <p>Servant Leadership: Examining Moderating Effects of Justice Culture and Gender Using Unconstrained Approach. Shaoping Qiu, <i>Texas A&M University*</i> Larry Dooley, <i>Texas A&M University</i></p> <p>Pergumulan' as the starter and sustainer of Servant Leadership: A case of academic leadership in a private University in Indonesia Ricky Wang, <i>Petra Christian University</i></p> <p>Servant Leadership Roles in Promoting SMEs Entrepreneurship: Examining Employees' Performance Dodi Wirawan Irawanto, <i>Universitas Brawijaya</i></p>

	<p>Maria Raizza Renella P. Bello, <i>Asian Institute of Management</i> An empirical study on Employee Involvement and Participation (EIP) in the context of Organisational Change: A Public Sector Case Study Wardah Azimah Haji Sumardi, <i>Universiti Brunei Darussalam</i></p> <p>Effective multicultural leadership for handling ethno-religious conflicts in Indonesia Eri Hidayat, <i>Indonesia Defense University*</i> I Gede Sumertha, <i>Indonesia Defense University</i> Istiani, <i>Bina Nusantara University</i></p> <p>Democratic Governance in the Midst of Political Turmoil: Electoral Reform and Constitutional Amendment during Indonesia's Post-Suharto Era in 1999 – 2004 Vishnu Juwono, <i>Universitas Indonesia</i></p>	<p><i>University</i></p> <p>The Creation of Leadership Soft Competence Profiler (LCP): The Construct and Validity Using Situational Judgement Test Henndy Ginting, <i>Institut Teknologi Bandung*</i> Bonita Lee, <i>Decoding Human</i> Jacqueline M. Tjandraningtyas, <i>Maranatha Christian University</i></p> <p>The Role of Leadership Intervention Program and Organizational Support on Marketing Performance: A Case Study on Brokerage Firm's in Indonesia Amy Mardhatillah, <i>Universitas Mercu Buana</i></p>	<p>Retno Purwani Setyaningrum, <i>Universitas Brawijaya*</i> Measuring the Servant Leadership and Learning Organization in the Chinese Small Businesses Lei Xie, <i>Texas A&M University</i></p> <p>Servant Leadership, Helping Behaviours and Moral Disengagement: The Mediating Role of Duty Orientation and Prosocial Motivation Karryna Madison, <i>Monash University*</i> Nathan Eva, <i>Monash University</i> Mulyadi Robin, <i>Monash University</i> Alexander Newman, <i>Deakin University</i></p>
12:15 – 13:15	Lunch		
13:15 – 14:15	<p>Keynote Presentation 2 Open to Possibility – Dr Cynthia Cherrey, <i>International Leadership Association</i></p>		
14:15 – 15:15	<p>Parallel Session 2 – Paper Presentation</p>		
	<p>Leader-Member Exchange – Keraton Room Chair: Dr Jovina Ang</p> <p>The Mediating Role of Voice in the Relationship Between Leader-Member Exchange (LMX) and Issues Interpretation of the Middle Managers in Government Minta Istono, <i>Universitas Indonesia</i> Ali Nina Liche Seniati, <i>Universitas Indonesia</i> Budi W. Soetjipto, <i>Universitas Indonesia</i></p>	<p>Leadership and Change – Kamasan Room Chair: Dr Nathan Eva</p> <p>The Link of Charismatic Leadership, Resilience, Work Ethic, And Affective Commitment to Change Wustari L. Mangundjaya, <i>Universitas Indonesia</i></p> <p>Development and Validation of the Vocational Commitment to Change Scale Mulyadi Robin, <i>Monash University*</i> Cailling Feng, <i>Ludong University</i> Xiaoyu Huang, <i>California State University San</i></p>	<p>Leadership Education – Klungkung Room Chair: Dr Paul Lim</p> <p>Leadership Education of Nonnative English-Speaking Students: Experiential Learning Strategies in an International Classroom Jeff Bourgeois, <i>Fort Hays State University at SIAS International University</i></p> <p>Students' Perceptions and Employers' Expectations on the Skills and Knowledge of Accounting Graduates Cornelia Aryanti, <i>Universitas Indonesia</i></p>

	<p>Leader-member exchange comparison interacts with procedural justice climate to predict workplace interpersonal processes and outcomes Jun Gu, <i>Monash University</i></p> <p>Contact Employees' prosocial behaviors: the role of leader-member exchange and perceived organizational support Rofikoh Rokhim, <i>Universitas Indonesia</i> Monica Devina, <i>Universitas Indonesia*</i></p>	<p><i>Bernardino</i> Lihua Zhang, <i>Renmin University</i></p> <p>The Effect of Integration Approach on Employee Attitudes through Organizational Culture Change and HR Initiatives during Mergers and Acquisitions Dea Febriani, <i>Emporia State University</i></p>	<p>Desi Adhariani, <i>Universitas Indonesia</i></p> <p>The Pitfall of Curiosity: Risk-taking Propensity Impedes Emotion-based Learning in Entrepreneurs Gian Seloni, <i>Universitas Gadjah Mada</i> Sri Kusrohmaniah, <i>Universitas Gadjah Mada</i> Galang Lufityanto, <i>Universitas Gadjah Mada*</i></p>
15:15 – 15:45	Afternoon tea		
15:45 – 16:45	Parallel Session 3 – Paper Presentation		
	<p>Leadership and Entrepreneurship – Keraton Room Chair: Dr Jun Gu</p> <p>From zero to hero: Exploring contributory factors to the hardiness of an entrepreneur's disruptive innovation in the private security industry Paul Lim, <i>Singapore Management University*</i> Darrick Chang, <i>Singapore Management University</i></p> <p>Investigating Employee Theft in Indonesia: A Psychological Approach Dina Syakina, <i>Universitas Mercu Buana*</i> Corina D. Riantoputra, <i>Universitas Indonesia</i></p> <p>Why, How, and When does Informational Dissimilarity Elicit Negative Versus Positive Effects Mladen Adamovic, <i>University of Melbourne</i></p>	<p>Leadership Practice – Kamasan Room Chair: Dr Mulyadi Robin</p> <p>The Impact of Spiritual Leadership and Entrepreneurial Orientation on Employee Motivation and Employee Performance in the Property Industry Benedicta Lysandra, <i>Universitas Indonesia</i> Riani Rachmawati, <i>Universitas Indonesia*</i> Fariz Abdillah, <i>Universitas Indonesia</i></p> <p>Does Gen-Y Make Difference? The Impact of Participative Leadership, Psychological Empowerment, and Affective Commitment of Millennial Employees on Banking Industry in Indonesia Arief Prima Johan, <i>Andalas University*</i> Anita Arly, <i>Andalas University</i> Niki Lukviarman, <i>Andalas University</i></p> <p>ASEAN Economic Community and the</p>	<p>Ethical Leadership – Klungkung Room Chair: Dr Wustari L. Mangundjaya</p> <p>Ethical Leadership Influences on Key Account Managers' Ethicality: A Case of Indonesian ICT Industry" Muhammad S. Iswahyudi, <i>Telkom Corporate University</i> Elisabeth Wilson-Evered, <i>Victoria University</i> Keith Thomas, <i>Victoria University</i></p> <p>Ethical Leadership and Employees' Internal and External Community Citizenship Behaviors: The Mediating Role of Prosocial Motivation Abby Jingzi Zhou, <i>University of Nottingham Ningbo</i> Alexander Newman, <i>Deakin University</i> Steven Shijin Zhou, <i>University of Nottingham Ningbo China</i> Nathan Eva, <i>Monash University*</i></p> <p>Do You Trust Me? The Differing Roles of</p>

		Management Accounting Profession in Indonesia: Quo Vadis? Desi Adhariani, <i>Universitas Indonesia</i>	Trust in the Participative Leadership and TMT Performance Relationship Nathan Eva, <i>Monash University*</i> Alexander Newman, <i>Deakin University</i> Qing Miao, <i>Zhejiang University</i> Brian Cooper, <i>Monash University</i> Kendall Herbert, <i>Monash University</i>
16:45 – 18:30	Break		
18:30 – 21:00	Conference Dinner (<i>Shuttle bus to the restaurant will depart from Nusa Dua Beach Hotel lobby, please be at the lobby by 6:30pm</i>)		

Friday 5 July 2018			
8:00 – 8:30	Registration		
8:30 – 10:00	Keynote Panel Presentations – Keraton Room The Role of University in Preparing Future Leaders in Indonesia – Professor Ali Ghufon Mukti, <i>Ministry of Research, Technology and Higher Education, Republic of Indonesia</i> Developing Leaders in ASEAN: Insights from Practice – Dr Rozan Anwar, <i>Daya Dimensi Indonesia (DDI)</i> Moderator: Professor Sen Sendjaya		
10:00 – 10:30	Morning tea		
10:30 – 11:30	Parallel Session 4 – Short Presentation		
	Leadership Education and Development – Keraton Room Chair: Ms Karryna Madison Leader Self Efficacy in Academic Performance and Feedback Seeking Behavior: The Correlational Study on College Students Who Participate in Organization Monabella Noor Jaswandi, <i>Universitas Indonesia*</i> Rose Mini Agoes Salim, <i>Universitas Indonesia</i> Shahnaz Safitri, <i>Universitas Indonesia</i> Teachers' Responses to Students' Emotional Expressions: A Preliminary Study RA. Rangga Dewati Seri Beru Sakti Suryaningrat, <i>Universitas Indonesia</i> Amarina Ariyanto, <i>Universitas Indonesia</i> Synthesis in Learning Outcome: Student Final Projects Using Model Creation	Leadership and Tourism – Kamasan Room Chair: Ms I Gusti Ayu Dewi Hendriyani Implementation Asta Brata Leadership on Shaman and Healer as Part of Spiritual Tourism in Bali I GPB Sasrawan Mananda, <i>Udayana University</i> Examining the Management Characteristic of Women Culinary Entrepreneur in Bali Putu Sucita Yanthy, <i>Udayana University</i> Determinants of Tourist Satisfaction towards Traditional Balinese Cuisine in Ubud I Nyoman Arcana, <i>STP Nusa Dua Bali</i> I Nyoman Wiratnaya, <i>STP Nusa Dua Bali</i> Ni Putu Ariesta Budiani, <i>STP Nusa Dua Bali</i> Characteristics and Strategies to Improve Chinese Outbound Tourist	

	<p>Beverly Davis, <i>Purdue University</i></p> <p>Pedagogy and Practices to Facilitate Global Leadership Development Deborah Olson, <i>University of La Verne</i> Kenneth S. Shultz, <i>California State University, San Bernardino*</i> Benjamin O. Shultz, <i>California Polytechnic State University.</i></p> <p>Cross-Culturalism and the Application of Leadership Education in Practice in Mainland China Jeff Bourgeois, <i>Fort Hays State University at SIAS International University</i></p>	<p>Travel to Indonesia I Gusti Ayu Dewi Hendriyani, <i>STP Nusa Dua Bali</i></p> <p>The Social Impacts of Nusa Dua Fiesta in Bali Putu Ayu Aryasih, <i>Bali Tourism Institute</i></p> <p>The Role of Government Leadership in Cultural Tourism Marketing Event Amirosa Ria Satiadji, <i>STP Nusa Dua Bali</i></p>
11:30 – 12:10	Parallel Session 5 – Short Presentation	
	<p>Leadership and Sustainability – Keraton Room Chair: Dr Ricky Wang</p> <p>The Design and Innovation of Green Leaderships Rizka Nugraha Pratikna, <i>Parahyangan Catholic University</i> Indra Gamayanto, <i>Dian Nuswantoro University</i></p> <p>Cyber Incivility: A review of the literature and agenda for future research Silvia Kristanti Tri Febriana, <i>Lambung Mangkurat University</i></p> <p>Leadership and Tourism Innovation on Promotional Event to Sustainable Tourist Destinations Ni Made Eka Mahadewi, <i>STP Bali</i></p>	<p>Leadership and Culture – Kamasan Room Chair: Dr Mulyadi Robin</p> <p>Work Life Balance in Organizational Culture Change Among Employee on State Owned-Company in the Health Sector in Bandung-Indonesia” Gianti Gunawan, <i>Padjadjaran University*</i> Yus Nugraha, <i>Padjadjaran University</i> Marina Sulastiana, <i>Padjadjaran University</i> Diana Harding, <i>Padjadjaran University</i></p> <p>The Influence of Corporate Culture and Leadership Style on Work Motivation, Work Satisfaction and Employee Performance of PT Pupuk Kalimantan Timur Abdul Choliq Hidayat, <i>Ahmad Dahlan University</i></p> <p>Challenge Over Money: Role of Work Values Towards Employee Engagement Among Millenials In Jakarta Nuri Sadida, <i>University of YARSI</i></p>
12:15 – 13:15	Lunch (End of Conference)	
14:00 –	Optional Bali Tour	

PAPER ABSTRACTS

THURSDAY 5 JULY 2018

SOCIAL ISSUES IN LEADERSHIP

“Felt Accountability: The Role of Managerial Monitoring Behavior and Individual’s Perceived Resources”

Yosefine Aryani, Samian and Corina D. Riantoputra

Felt accountability is a critical construct that may direct employees to perform their jobs responsibly with an awareness that they are liable for their performance level. Despite the importance of felt accountability, research has just started to uncover the antecedents of it. This current research aims to shed light on the predictors of felt accountability by focusing on two essential aspects, namely individual’s perceived resources and managerial monitoring behavior. To test the hypothesized relationship, 62 pairs of data from leaders and followers were collected. Multiple regression analysis demonstrates that perceived resources is positively influenced felt accountability, indicating that the more individuals perceive that they have resources the higher is the level of their felt accountability. Contrary to the hypothesized relationship, the current data set does not find support for the role of managerial monitoring in inducing felt accountability. We discuss these findings in light of the strength of systems and procedure, as formal accountability systems, in the current data set.

“Stakeholder Analysis and Identification for Social Change Programs”

Jacinto C. Gavino, Jr., Manuel J. De Vera, Caby Verzosa, Karmela Faustine C. Indoyon and Maria Raizza Renella P. Bello

Stakeholder analysis and identification for social change programs require an approach that goes beyond methods observed from more stable, organizational contexts. In response, this study investigates the nature of stakeholder analysis and identification demanded in more complex and dynamic environments where social change programs are often implemented. This qualitative study analyzes the stakeholder analysis and identification practices of three (3) leaders and change agents from the government, non-government, military sectors working on different social change programs in Mindanao, a fragile region south of the Philippines, to uncover principles, processes, and applications of stakeholder analysis and stakeholder identification distinct from existing approaches. This study finds that the leaders and change agents have applied stakeholder analysis and identification approaches that can be characterized as indigenous, iterative, and interplaying between formal and informal dialogues and arrangements as well as tangible and intangible outcomes. Although the study findings are not generalizable, it presents new stakeholder analysis and identification dimensions that may complement existing approaches. Moreover, this study calls for the exploration of how the findings shape stakeholder engagement, collaboration, and sustainability in similar contexts.

“An empirical study on Employee Involvement and Participation (EIP) in the context of Organisational Change: A Public Sector Case Study”

Wardah Azimah Haji Sumardi

This paper presents the complex nature of employee involvement and participation (EIP) in a public sector organisation in a developing monarchical country in Southeast Asia. It provides an account of how and why EIP practices struggle to secure a foothold in the workplace framed in the backdrop of an organisational change. With no legal and political framework supportive of trade union activity and collective bargaining coupled by cultural constraints, heavy reliance on direct forms of EIP such as team briefings and staff meetings are common in most workplace in the country. These workplace realities can be further understood by exploring the conditions that contributes to its existing nature. Situated in a contextual terrain which is distinct from the Western economies from which EIP literatures are often accustomed to, the focus on exploring these conditions, particularly presented in a constraint environment, might be able to provide a different evaluation of how EIP works relative to those conventional ones. This study adopts a qualitative case study employing in-depth interview conducted with administrators and staff across different levels in the organisation supported by participant observation and documentation analysis. The paper reports that despite concerted effort from management to involve employees in the change program, the existing power relations coupled by the absence of precedents in the organisation create tensions between the intended and actual EIP practices carried out in the organisation. This therefore challenges the over-celebrated status of EIP in the change management literature.

“Effective multicultural leadership for handling ethno-religious conflicts in Indonesia”

Eri Hidayat and Istiani

Considering that at the moment ethno-religious conflicts are on the rise in Indonesia, this study aims to seek the answers as to what constitute effective leadership in Indonesia’s multicultural setting. The qualitative study was conducted in the metropolitan areas of Bandung, Jakarta and Bekasi, all of which are growth centers in the West Java region, whereby economic migrants come from all parts of Indonesia. Eight informants were interviewed and fourteen participated in a Focus Group Discussions. Results showed that factors related to effective multicultural leadership are personal attributes, behavioral competencies and experience that support

diversity. Further quantitative research should be conducted to develop a leadership measurement instrument and formulate the related leadership development programs.

[“The Political Leadership in Establishing the Democratic Governance in the Midst of Political Turmoil: Electoral Reform and Constitutional Amendment during Indonesia’s Post-Suharto Era in 1999 – 2004”](#)

Vishnu Juwono

After the fall of Soeharto from the presidency in May 1998, Indonesia was experiencing a volatile political environment where subsequent post- Soeharto presidents had to deal with demands from an empowered, vibrant civil society and the mass media for a more democratic political governance structure. This progress was evident after three decades of authoritarianism and at the same time oversee the economic recovery from the ruins of the most severe Indonesian economic crisis since the late 1960s. This research applies the two political actor theory for the analysis which is Kingdon’s identification of policy entrepreneur and modified Burns’ theory in classifying transformational and semi-transformational leader. In identifying the political leaders who brought about governance reform in the period 1998-2004, using Kingdon’s analytical framework, President Habibie and the PAH1 committee in the MPR led by Jacob Tobing, can be described as policy entrepreneurs. The type of political leadership traits that are identified in the context of the governance reform by using modified Burns’ analytical framework during the period 1999-2004, President Habibie and the PAH1 Committee in the MPR led by Jacob Tobing possessed transformational leaders’ traits, while President Megawati was in the category of semi-transformational leader.

LEADERSHIP EDUCATION AND DEVELOPMENT

[“Career Sponsorship: an Effective Way for Developing Women Leaders”](#)

Jovina Ang

Developing women leaders is a critical step towards achieving gender parity and greater female representation in senior leadership. Insights from an autoethnography and an in-depth case study research showed that career sponsorship is a robust and an effective way for developing women leaders. Other than developing leadership skills, sponsorship provides a way for women to develop their confidence – a necessary ingredient for executive presence.

[“Branding international assignment through the eyes of Indonesian women”](#)

Nayunda Andhika Sari

The extensive use of international assignment has been widely discussed by many scholars as a tool for developing future leaders in global companies. This has made significant contributions to the area of leadership and international human resource management in understanding global companies’ talent strategy. However, little is known about the role of international assignment in employer branding. This research explores international assignment branding practices across multi-national companies (MNCs) operated in Indonesia. Focusing on internal branding practices, this research examines the implications of internal branding practices on Indonesian women’s perception towards international assignment. A qualitative approach was adopted using semi-structured interviews with eleven Indonesian female employees across five MNCs. The research findings demonstrate the role of national culture and the degree of work-family conflict in shaping internal branding practices, which in turn, affect the perception of Indonesian women on international career opportunities. Due to high collectivism and power distance culture, word of mouth plays a role in branding effort, particularly the role of line manager as the brand agent. While gender bias is not found in international assignment practices across all companies, early assignment was found to be effective to boost young and single female employees’ participation in international assignment in regards to the presence of work-family conflict.

[“Women’s Career Stagnation in Indonesian Zakat Foundations: A Glass Ceiling Phenomenon or a Leadership Incapability?”](#)

Mirwan Surya Perdhana, Dian Ratna Sawitri and Muhamad Ihwanul Muslim

The aim of this study is to investigate the antecedents of career stagnation among female senior staffs in Indonesian zakat foundations. Following the rise of women leadership in Indonesian organisations, knowledge about the condition of women leadership in Indonesia’s non-profit, religious-based organisations is lacking. Using a phenomenological approach, this study involved 8 senior female staffs working in two Indonesian zakat foundations to gain insight about leadership and career advancement opportunity. The findings of this study revealed that the influence of individual, social and preference factors towards career advancement and promotion to leadership position. Implications for human resource practice were discussed.

[“The Creation of Leadership Soft Competence Profiler \(LCP\): The Construct and Validity Using Situational Judgement Test”](#)

Henndy Ginting, Bonita Lee and Jacqueline M. Tjandraningtyas

Both scholars and businessmen are racing to find the best way to select leader. So far, our options are either accurate assessment (e.g., assessment center methods) that tends to be expensive and time consuming, or limited psychological testing that are cheaper

and fast but prone to applicant's deceptions. Given that, most companies shifted to competency based selection processes making it to be more behavioral focused where applicants report their behaviors accurately. This comes with a new problem, how do we effectively and efficiently measure competency? This paper will elaborate the construction process of Leadership *Soft Competency Profiler (SCP)*. Based on the competency map of a nationwide company in Indonesia, *SCP* is intended to measure applicant's competency for supervisor positions across departments using situational judgment test. Statistical analysis comparing a group of supervisors (N=127) and fresh-graduates (N=46) showed that *SCP* has high discriminative power. Multiple source of evidence also suggests validity and reliability of the measure. Moreover, we discuss the norms and utilization of *SCP* as well as a direction for further studies.

"The Role of Leadership Intervention Program and Organizational Support on Marketing Performance: A Case Study on Brokerage Firm's in Indonesia"

Amy Mardhatillah

Does leadership intervention program really work? Does organizational support matter? Does it help team leader to be a better coach for their team? This case study describes on how several activities in leadership intervention programs can enhance leadership qualities as well as promotes marketing performance. 33 team leaders from two branches of this brokerage firm were participated in the present study. The method used in intervention program consist of: a) individual assessments to gain information about leadership profile using the Situational Leadership Theory, Middle Road Theory, DISC personality theory, Mc Clelland motivation theory and Adversity Question, b) Leaderless Group Discussion to observe leadership qualities, c) personal feedback session based on the assessment, d). series of trainings program on the leadership, e) Two times coaching session aims to build action plan on enhancing leadership qualities. The duration for this intervention program is 6 months. Result indicated that, most of the team leaders in branch A are in the coaching and supporting category based on situational leadership theory and impoverished style based on Middle Road Theory, while team leaders in branch B are in the coaching and directing category based on situational leadership theory and people oriented style based on Middle Road Theory. Most of the team leader in both branches shows low achievement motivation and average to below average adversity Question. There is management support in term of continues program in branch A, while there is lack of management support and continues program by internal management of branch B. After completion of the intervention program, marketing performance in branch A was improved. While in branch B there is no significant improvement in term of Marketing performance. Result in the present study discuss on how important the role of management support in establishing successful leadership intervention program, as well as how effective the leadership intervention in enhancing leadership qualities of brokerage firm employees'.

SERVANT LEADERSHIP

"Servant Leadership: Examining Moderating Effects of Justice Culture and Gender Using Unconstrained Approach."

Shaoping Qiu and Larry Dooley

Given today's challenging and complex climate and a prevalence of social chronic problems such as abuse of power, unethical practices, people are increasingly becoming aware that traditional autocratic modes of leadership no longer guarantee long term financial and social benefits for the organizations. Consequently, the old leadership paradigms need to be replaced and emphasis should be shifted to a new mode of leadership which will enhance trust, moral compass, and social responsibility to secure success and profit in today's organizations (van Dierendonck & Nuijten, 2011). This new approach to leadership requires those in managerial positions to involve their subordinates in decision making, encourage teamwork and community, display ethical and caring behavior, and ultimately enhance the personal growth of employees (Spears, 1995). This emerging leadership philosophy is called servant-leadership. The servant leadership paradigm, particularly holds promise for guiding hospitality industry focused directly on creating service excellence and providing "hospitality" (Brownell, 2010).

"Pergumulan' as the starter and sustainer of Servant Leadership: A case of academic leadership in a private University in Indonesia"

Ricky Wang

In the disruptive era, every organization is expected to cope with change. This includes the ones in the sector of higher education. Servant leadership is considered as the leadership approach that enables Higher Educational Institutions (HEIs) to deal with the inevitable changes. This research explores an academic leadership in a private university in Indonesia, which endorses servant leadership as its leadership approach. The case study involves the interview of twenty-six academic leaders who have asked to answer two fundamental questions: 1) How do they perceive the invitation to lead as an academic leader and 2) What did they do as they consider whether to take the offer to lead as an academic leader? The gathered data was processed using the Qualitative Data Analysis consisting data condensation, data display and drawing and verifying conclusion. Twenty-five academic leaders said no when they first offer and this initial refusal drives the researcher to find a term called 'pergumulan' as the common theme across the interviewees. 'Pergumulan' or a spiritual struggle happened during the pre-leadership journey and during the leadership journey of these academic leaders. The former suggests that 'pergumulan' is spiritual, intrapersonal and interpersonal. The latter indicates that pergumulan happens when the servant leaders search their motivation and figure out the way to improve themselves while serving their followers. Lastly, during their leadership, the servant leaders are also having the 'pergumulan' as they have to confront or rebuke their followers.

[“Servant Leadership Roles in Promoting SMEs Entrepreneurship: Examining Employees’ Performance”](#)

Dodi Wirawan Irawanto and Retno Purwani Setyaningrum

Research in the area of servant orientation of leaders of entrepreneurs that impacts upon employee performance outcomes particularly in the SMEs setting, is very limited partially because the underlying mechanisms remain largely unexplored. The individuals most closely influenced by a leader’s orientation behavior such as servant leadership style are crucial to an entrepreneur’s success. We posit that servant leadership influences employee-related performance behavior. Survey using purposive sampling from 10 growing SMEs and 250 employees are takes place, further Structural Equation Modelling (SEM) is done to answer the research questions. Study found that both employee satisfaction and leadership capacities have positive impact on employee performance, while entrepreneurship orientation has no effect on employee performance. Research implications regarding the development of entrepreneurship capacity using servant leadership is also discussed.

[“Measuring the Servant Leadership and Learning Organization in the Chinese Small Businesses”](#)

Lei Xie

Servant leadership and learning organization have not been empirically connected in the context of Chinese small businesses. This paper aims to study the relationship between these two constructs in a new environment. The researcher found the best servant leadership model using stepwise regression method to predict a learning organization. This study provides insights about leadership intervention design to scholars and practitioners who are interested in developing Chinese small businesses into learning organizations.

[“Servant Leadership, Helping Behaviours and Moral Disengagement: The Mediating Role of Duty Orientation and Prosocial Motivation”](#)

Karryna Madison, Nathan Eva, Mulyadi Robin and Alexander Newman

More than ever, organizations are being held to high ethical standards leading them to place an increasing importance on creating and maintaining cultures where employees are not persuaded or influenced to act immorally, thus safeguarding the organization from potential scrutiny. To analyze how employers can protect against the moral disengagement of their workers and increase helping behaviors, we examine the role of servant leadership, and two theoretical pathways to influence these behaviors, namely social learning, through increasing employees’ pro-social motivation, and social exchange, through increasing employees’ duty orientation. Drawing on three waves of data from workers in the United States, the results indicate it is through a social exchange relationship that servant leaders can best influence their employees’ behaviors.

LEADER-MEMBER EXCHANGE

[“The Mediating Role of Voice in the Relationship Between Leader-Member Exchange \(LMX\) and Issues Interpretation of the Middle Managers in Government”](#)

Minta Istono, Ali Nina Liche Seniati and Budi W. Soetjipto

This study has explored the role of the voice as a mediator in the relationship between the leader-member exchange (LMX) and the issue interpretation among middle managers in the regional government. Middle managers were required to read the case scenario and fill up the questionnaires to measure the issue interpretation. They also fill up the LMX and the employee voice questionnaires. To test the hypothesis, we used a Hayes regression in a sample of 157 middle managers in the regional government. The result indicated that relationship between the LMX and the issue interpretation was mediated through the employee voice. This finding provided evidence that the information flow (voice) in the organisation was the key resource to middle managers in interpreting issues.

[“Leader-member exchange comparison interacts with procedural justice climate to predict workplace interpersonal processes and outcomes”](#)

Jun Gu

In the workplace, employees frequently compare their leader–member exchanges (LMXs) with their peers to decide their relative standing in a team. Little research, however, has investigated how employees respond emotionally and behaviorally toward coworkers with a higher LMX in different dyads. We built on social comparison theory and the symbolic model of procedural justice (PJ) climate and conducted 2 independent studies—an experimental study (Study 1) with 203 American working adults that focused on the self-perceived upward LMX comparison (i.e., an individual perceives that a coworker’s LMX is higher than their own LMX with the supervisor) and a field survey study (Study 2) with 177 Chinese software engineers that focused on the other-perceived downward LMX comparison (i.e., a coworker perceives that their own LMX is higher than the individual’s LMX). We found consistent results suggest that a coworker’s higher LMX elicits an individual’s hostile emotions when the PJ climate is low but not when the PJ climate is high. Furthermore, the coworker’s higher LMX arouses the individual to direct harmful behavior toward that coworker (via the individual’s feelings of hostility) when the PJ climate is low but not when it is high.

“Contact Employees’ prosocial behaviors: the role of leader-member exchange and perceived organizational support”

Rofikoh Rokhim and Monica Devina

Prosocial behaviors of contact employees are considered as a crucial key to delivering excellent service to consumers. This study investigates the mediating role of perceived organizational support (POS) in the relationship between leader-member exchange (LMX) and prosocial behaviors. We examined four types of such behaviors, namely role-prescribed behavior, extra-role behavior, cooperation, and internal influence. Research data obtained from 1,353 Account officers who work at microfinance state-owned company in Indonesia. The data were analyzed through Structural Equation Modeling (SEM) Lisrel using confirmatory factor analysis. Results indicate that when LMX increases, the level of organizational support perceived by employees also escalates. In the same way, as POS increases, employees might perform prosocial behaviors. Specifically, POS fully mediates the relationship between LMX and extra-role behavior, and acts as a partial mediator with the other behaviors. Therefore, it might be argued that, in order to encourage prosocial behaviors of boundary spanners, the human resource practices may focus on increasing level of LMX and improving organizational support facilities for employees.

LEADERSHIP AND CHANGE

The Link of Charismatic Leadership, Resilience, Work Ethic, And Affective Commitment to Change

Wustari L. Mangundjaya

Change is a must, without that organizations either in the status quo, or die, as they cannot compete with others. In this regard, leader and people with commitment to change are some of the variables that have a positive impact on the success of organizational change. High resilience and good work ethics were assumed to be the characteristics of employee that have a positive impact on affective commitment to change. The objective of this study is to identify the impact of charismatic leadership on commitment to change with resilience and work ethics as mediators. Using the affective commitment to change inventory, Conger-Kanungo charismatic leadership scale, resilience and work ethics inventory, an empirical study was conducted on a sample of 355 employees from banking and insurance companies, using structural equation modelling. The results showed a positive impact of charismatic leadership on affective commitment to change, through resilience as mediators, but not through work ethics. This study has contributed empirical findings and theory about the role of charismatic leader, work ethics and resilience on the commitment to change, and of the change management process as a whole.

“Development and Validation of the Vocational Commitment to Change Scale”

Mulyadi Robin, Cailing Feng, Xiaoyu Huang, and San Bernardino Lihua Zhang

Commitment to change is vital for the success of any organizational change initiative. However, despite a sustained increase in research interest on employees’ commitment to change, past research tends to ignore the impact career-centered drivers may have on commitment to change. Drawing on prospect theory, we developed and tested an additional dimension of commitment to change centered on employees’ career-related commitment (vocational commitment to change) across two studies, adopting a longitudinal design within a Chinese context. As organizational change often has implications that impacts individual decision-making, career development, and work adjustments and attitudes within the workplace, we present the case for career commitment to change as an important extension to the commitment to change literature. We first provide evidence for the internal consistency, factor structure, and the validity of the commitment to change in the Chinese context. Subsequently, we examined the changes of employees’ commitment to change across time, and demonstrated its predictive validity by exploring the relationship between commitment to change and change-related behaviors. The current research represents improvements in commitment to change measurement and provides construct clarification in Asia context. Limitations, implications, and directions for future research are further discussed.

“The Effect of Integration Approach on Employee Attitudes through Organizational Culture Change and HR Initiatives during Mergers and Acquisitions”

Dea Febriani

Many changes in the workplace and in employee’s lives have taken place over the past couple decades and have led to an increase in the attention paid to the work life balance. It is generally agreed that work-life balance is important for an individual’s psychological well-being, high self-esteem, satisfaction, and overall sense of harmony in life can be regarded as indicators of a successful balance between work and family roles. Organizational culture is antecedent factor for work life balance. Without a complementary organizational culture, work life balance policies would not work because the executives and in turn managers would not believe in its provision and would not see the merits of work life balance policies. Work life balance data were collected from a sample of 108 employee in state owned-company in the health sector in Bandung-Indonesia using questionnaire from Fisher (2009) and classified by type from Rantanen (2013). Responses from 69 of these employee were use for validation-rehabilitation purposes. Research also take sample from 4 section head for data about now and preferred organizational culture (Cameron&Quinn,2011). Results indicated for type of work life balance are 39.1% beneficial, 24.1% passive, 22.2% harmful and 17.6% active. Result for organizational culture as predicted, there are different type of organizational culture that employee perceived and preferred to face challenge for organization. Limitation for this research: It was difficult to meet all employee at the same time, this leads us to limitation of not being able to represent the whole company’s opinion and compile thorough results. Recommendation for future research is equal

sample between male and female sample to see how organizational culture and work life balance is affected by gender. Future research should provide a greater understanding regarding how work life balance related to organizational culture.

LEADERSHIP EDUCATION

[“Leadership Education of Nonnative English Speaking Students: Experiential Learning Strategies in an International Classroom”](#)

Jeff Bourgeois

A mixed-methods study investigating the effectiveness of non-traditional, experiential learning strategies in the teaching of Leadership Studies. At universities in two different countries where the language of instruction is English, the student population claims other languages (Chinese, Spanish, etc.) as their native tongue. We conduct quantitative surveys, document reviews, and qualitative focus group interviews to measure how pedagogy to employ multimodal concepts of learning facilitates Leadership Education.

[“Students’ Perceptions and Employers’ Expectations on the Skills and Knowledge of Accounting Graduates”](#)

Desi Adhariani

This study describes the perceptions of accounting students and expectations of employers towards the skills and knowledge needed by accounting graduates. Quantitative method is used to get a representative picture of the issue. The results showed that students perceived honesty, continuous learning, and work ethics as important skills; while employers stress the importance of work ethics, teamwork, and time management. Knowledge needed by accounting graduates in the perception of students are financial accounting, accounting, and financial reporting, and financial statement analysis; whereas employers perceived the importance of financial statement analysis, knowledge of Microsoft office program, and financial accounting. Further analysis showed that there is an expectation gap between the perceptions of students with the expectations of employers towards skills –not knowledge-- needed by accounting graduates. This study implies the importance of skills development in the university curriculum in order to develop the skilful human resources in accounting and to meet the expectation of employers.

[“The Pitfall of Curiosity: Risk-taking Propensity Impedes Emotion-based Learning in Entrepreneurs”](#)

Gian Seloni, Sri Kusrohmaniah and Galang Lufityanto

Making errors is perhaps common in the entrepreneurial world, yet the ability to learn from past mistakes can separate the successful entrepreneurs from the rest. On the other hand, literatures have demonstrated that normal population could anticipate future problems from past experience –a mechanism coined as emotional-based learning. Our study is intended to examine the emotional-based learning among entrepreneurs using Iowa Gambling Task. Participants were instructed to pick cards from four decks of card, each card contained reward and punishment. The goal of this task was for participants to collect the highest points. While performing the task, participants’ skin conductance response (SCR) was recorded to examine subtle and not-necessarily conscious emotional signal. Twenty-seven entrepreneurs involved in our study, demonstrating that actual performance in the IGT was worse than the control group despite physiological measurement supported the emotional-based learning. Further, the incompatibility between physiological and behavioral outcome could be explained by subjective risk-taking propensity. Entrepreneurs seemed to ignore the physiological signals attributed to emotional-based learning, tempted by the gain/loss ratio of a particular card deck which eventually put them in the great loss. Using rigorous methods, this study illuminates the interplay between risk-taking propensity, emotional-bodily signals, and performance in the economic game as possible requisite for becoming successful entrepreneurs

LEADERSHIP AND ENTREPRENEURSHIP

[“From zero to hero: Exploring contributory factors to the hardiness of an entrepreneur’s disruptive innovation in the private security industry”](#)

Paul Lim and Darrick Chang

Leaders need resilience to face multiple challenges in their environment. Hardiness has been well documented as an important contributor to resilience. However, this in-depth study suggests other contributory factors to the hardiness of a disruptive innovator. The subject of this in-depth study is a twenty-one year veteran in the private security industry who faced numerous roadblocks from competitors, customers and governmental agencies. Despite his challenges, the subject went on to become a disruptive innovator in the industry. Access to disruptive innovators is difficult to come by; as such, this study contributes towards a better understanding of hardiness and the disruptive innovator.

[“Investigating Employee Theft in Indonesia: A Psychological Approach”](#)

Dina Syakina and Corina D. Riantoputra

In an effort to understand the psychological factors affecting corruption or employee theft, personality and situational factors influencing attitude toward property theft (defined as the unofficial taking control of money or property of the organization by employees) were delineated. Four personality variables encompassing conscientiousness, agreeableness, neuroticism and self-

control and two situational variables which include social cohesion and supervisor's behavior integrity were included. Employing the case-scenario questionnaire as instrument, data were collected from 258 employees of Indonesian government institutions. Based on the hierarchical multiple regression analysis, findings suggest that personal characteristics (conscientiousness and neuroticism) and situational factor (social cohesion) related to attitude toward property theft. This findings demonstrates the key role of personal characteristics (conscientiousness and neuroticism) and situational factor (social cohesion) on property theft in organizations, highlighting the challenge to manage counterproductive behavior in a collectivistic culture, like Indonesia.

[“Why, How, and When does Informational Dissimilarity Elicit Negative versus Positive Effects”](#)

Mladen Adamovic

To solve complex problems and to foster innovation, organizations use an increasing number of cross-functional teams composed of members with different educational backgrounds, job specializations, and expertise. Incorporating this organizational trend, relational demography research started to investigate the effects of informational dissimilarity, defined as the dissimilarity of one team member relative to his or her teammates with regard to educational background, job specialization, and expertise. This informational dissimilarity reflects dissimilarity in knowledge, job experiences, and skills. Research on informational dissimilarity suffers from inconsistent results. Simply bringing informational dissimilar employees with different skills and abilities together and calling them a team “provides no guarantee that they will be able to work effectively and innovate across contexts” (Gibson & Gibbs, 2006: 452/453). Informational dissimilarity represents a challenge for most leaders and dissimilar employees. To clarify informational dissimilarity effects, empirical research is required to explain why, how, and when informational dissimilarity exercises dysfunctional versus beneficial effects on workplace outcomes. To advance informational dissimilarity research and general relational demography research, we examine the relationships of informational dissimilarity with team satisfaction and proactivity.

LEADERSHIP PRACTICE

[“The Impact of Spiritual Leadership and Entrepreneurial Orientation on Employee Motivation and Employee Performance in the Property Industry”](#)

Benedicta Lysandra, Riani Rachmawati and Fariz Abdillah

Severe business competition has obliged companies to attract and retain outstanding performers as they would enable the business survival and growth (Douglas, 2000). It can be argued that outstanding performance is not only about the doing job but self-driven work attitude. Thus, this research aims to examine the effect of spiritual leadership, entrepreneurship on employee motivation, and analyze the effect of spiritual leadership, entrepreneurship and employee work motivation on employee performance, particularly in property companies. This is a quantitative research. This study uses spiritual leadership and entrepreneurship as exogenous variables, and uses employee performance as an endogenous variable. Work motivation is applied as mediating variable. The sample used in this study is 210 property employees from 8 property companies with total sampling techniques and distributing questionnaires data collection. Hypothesis test using Structural Equation Modeling (SEM) analysis. The results showed that employee motivation is positively effected by spiritual leadership and entrepreneurship. Spiritual leadership is the variable that has the greatest influence on employee work motivation beside any variables in this research. And then, employee performance is positively effected by spiritual leadership and entrepreneurship, and employee motivation is also significant effected.

[“Does Gen-Y Make Difference? The Impact of Participative Leadership, Psychological Empowerment, and Affective Commitment of Millennial Employees on Banking Industry in Indonesia”](#)

Arief Prima Johan, Anita Arly and Niki Lukviarman

The research aimed at determining the impact of participative leadership and psychological empowerment on affective commitment of Y generation (Gen-Y) employees within banking industry in Indonesia. Data were analyzed utilizing structural equation modeling which employed partial least square as a statistical tool. Based on the information obtained from 135 employees across banks, this study found that; participative leadership has positive association with psychological empowerment of millennial employees. Similar results also appeared on the relationship between participative leadership and psychological empowerment towards affective commitment. As such, the study proposed several implications and advices in managing relationship among leaders-follower in the context of millennial employees of banking industry in Indonesia.

[“ASEAN Economic Community and the Management Accounting Profession in Indonesia: Quo Vadis?”](#)

Cornelia Aryanti and Desi Adhariani

This study is aimed to assess Indonesian management accountants' capabilities to face challenges and opportunities in the AEC era; as well as to identify required skills needed and the training or development programs that can support the achievement of the qualification standards. A survey is administered and distributed using convenience sampling method, resulting in 191 valid responses. Findings show that top skills needed in AEC era identified by respondents are soft skills, technical accounting capabilities, and language skills. Unfortunately, language capabilities and soft skills were deemed as the most lacking skills, and training in this

areas are deemed to be important. The findings from this study can inform executives and national leader in building capacity and capability of Indonesian management accountants to face competition in ASEAN region.

ETHICAL LEADERSHIP

“Ethical Leadership Influences on Key Account Managers' Ethicality: A Case of Indonesian ICT Industry”

Muhammad S. Iswahyudi, Elisabeth Wilson-Evered and Keith Thomas

Given the challenges to ethical practices in a business to business marketing context, this paper examines the influence of supervisors' ethical leadership on key account managers' ethicality in customer relationships. An online survey was conducted to collect data. A partial least squares structural equation modelling of responses from 258 account managers revealed that supervisors' ethical leadership was positively related to account managers' ethical awareness, intention, and judgment contingent on the ethical dilemma involved. Theoretically, the study contributes new understanding by extending the model of ethical leadership outcomes to customers as the main organisational stakeholders. In practice, the study has the potential to inform strategies for improving the moral engagement of key account managers. This engagement is essential for guiding standards of customer relationship management.

“Do You Trust Me? The Differing Roles of Trust in the Participative Leadership and TMT Performance Relationship”

Nathan Eva, Alexander Newman, Qing Miao, Brian Cooper and Kendall Herbert

In this study, we pinpoint the mediating role played by affective and cognitive trust in CEO, and intra-group trust, on the relationship between CEO participative leadership and the performance of the TMT and its members within new ventures. Drawing on four waves of multi-level, multi-source data, our study extends the social exchange theory by teasing out the trust-based social exchange mechanism linking CEO participative leadership to performance outcomes. Specifically, the data analysis revealed that intra-group trust mediated the relationship between CEO participative leadership and TMT performance, and that affective trust mediated the relationship between CEO participative leadership and the job performance of TMT members. However, cognitive trust did not mediate this relationship. This suggests that it is important for CEOs of new ventures to use participative leadership to create strong levels of affective trust with their TMT members and intra-group trust within their TMT.

“Ethical Leadership and Employees' Internal and External Community Citizenship Behaviors: The Mediating Role of Prosocial Motivation”

Abby Jingzi Zhou, Alexander Newman, Steven Shijin Zhou and Nathan Eva

Community citizenship behaviors (CCBs) have been a cornerstone for organizations wishing to promote a socially conscious image. However, there is still a significant gap of knowledge about how to foster CCBs amongst employees. To analyze the reach of ethical leadership over community citizenship behaviors, we collected data from 160 employees in 48 small and medium-sized enterprises in China to examine whether the ethical leadership of senior management encourages employees to exhibit community citizenship behavior inside and outside work through enhancing their prosocial motivation. Counter to the ethical leadership theory and our expectations, we find that the ethical leadership of senior management increased employees prosocial motivation, but this only translated to increases in employees' engagement in community citizenship at work, not once they left the office.

FRIDAY 6 JULY 2018

LEADERSHIP EDUCATION AND DEVELOPMENT

“Leader Self Efficacy in Academic Performance and Feedback Seeking Behavior: The Correlational Study on College Students Who Participate in Organization”

Monabella Noor Jaswandi, Rose Mini Agoes Salim and Shahnaz Safitri

This study aims to examine whether there is a correlation of leaders self efficacy in academic performance and feedback seeking behavior on college students who join extracurricular/organization activity. Through the data analysis using *pearson correlation* (N=177) using Leader Efficacy Questionnaire (LEQ) and Feedback Seeking Measure (FSM), it is found that there is a significant positive relationship between leader self efficacy and feedback seeking behavior on each type: self positive, self negative, other positive, and other negative. The research result suggests that students who have a high leader self-efficacy will clarify the goals to be achieved and seek the necessary types of feedback seeking needed to support their achievement of goals. Implication, limitation, and discussion are listed.

“Teachers' Responses to Students' Emotional Expressions: A Preliminary Study”

RA. Rangga Dewati Seri Beru Sakti Suryaningrat and Amarina Ariyanto

Teaching is an honorable work with the aim to achieve noble causes. However, sometimes this noble cause becomes tarnished due to the teachers' aggression toward students. In this preliminary study, we examined teachers' responses, especially teachers' emotions and aggressive behaviour to students' emotional expressions, using Emotion As System Information (EASI) theory. According to this theory, emotional expression is important because it contains the information related to expressers' emotion, and will determine observers' emotion and behaviour. We propose that students' emotional expressions can affect teachers' emotions, and as a consequence, these emotions lead teachers to engage in aggressive behaviour. This research was conducted using qualitative method by interviewing 10 teachers in Tangerang Selatan. The result confirms EASI theory, showing that 60% of teachers admitted that students' emotional expressions triggered their negative emotions and yielded their aggressive behaviour. This research produces 2 (two) contributory findings: the role of students' emotional expressions in teachers' emotions and aggressive behaviour, and the existence of teachers' emotional complexity.

"Synthesis in Learning Outcome: Student Final Projects Using Model Creation"

Beverly Davis

As educators, we are developing the next generation of change leaders. These leaders will re-write the definition of leading change as each generation transitions into leadership positions. This generation of students will cross all cultural and business boundaries. This generation will not only guide organizational members through the change process, they will be the disrupters of the future in creating the needed changes. The goal of this paper is to examine how course final projects can synthesize learning outcomes for a course in "Leading Change." To accomplish this, the session leader will discuss the importance of synthesis in learning. In addition, the session leader will discuss the importance of developing the disruptive leaders of the future in the classroom. To successfully develop future leaders, students must be participative in reflecting on learning outcomes. As educators, learning outcomes and course development is the vehicle in which we develop the future disruptive leaders. Student examples will be shared and the session participants will engage in an example of this student project.

"Pedagogy and Practices to Facilitate Global Leadership Development"

Deborah Olson, Kenneth S. Shultz and Benjamin O. Shultz

Continuous learning about the variations in cultural practices, beliefs, and values is essential for leaders to sustain performance and build relationships in the global organizational context. Most often global leaders and managers are selected for roles based on their technical competencies such as global business expertise, global organizational design, and product/process knowledge (Osland, Li, & Mendenhall, 2015). However, social competencies which are less measurable, but nonetheless have observable influence on global leadership effectiveness. Mendenhall and Bird (2013) found that competencies linked to inquisitiveness and building intercultural relationships differentiate effective global leaders from those who are less effective. Moreover, boundary spanning strengths are linked to understanding relationship networks and strategic alliances and are positively impacted by communication skills and the ability to build and maintain trusting relationships. These non-technical global leadership competencies are more difficult to learn using cognitive development strategies that are emphasized in the traditional classroom settings. Therefore, in this presentation we will focus on the integration of theories and practices that contribute to the global leadership development for adult learners. Walker (2018) recently proposed that global leadership development is sustained and reinforced through the integration of four learning processes: Cognitive, Experiential, Humanist, and Social, which creates an integrated global leadership development ecosystem. After briefly describing each of the four learning processes, we then discuss how we applied Walker's global leadership development model to demonstrate how short-term (i.e., 8 to 10 day) travel study experiences provide a meaningful development context to prepare global leaders to respond to 21st century challenges.

"Cross-Culturalism and the Application of Leadership Education in Practice in Mainland China"

Jeff Bourgeois

A mixed methods study investigating how students in an international setting make meaning of a Leadership Education program with primarily western (US) contexts. Using two campuses in China that host US-based Leadership Studies programs, we investigate the extent to which the Asian (Chinese) experience is valued in the classroom, and the applicability of the western concepts of the curriculum.

LEADERSHIP AND TOURISM

"Implementation Asta Brata Leadership on Shaman and Healer as Part of Spiritual Tourism in Bali"

I GPB Sasrawan Mananda

Spiritual tourism has been present on earth since centuries ago, spiritual tourists travel to a place to seek peace and harmony and they are mostly educated people who care about culture, nature and the environment and looking for something new through Shaman and Healer in Bali. It is interesting to know about Shaman and Healer transformational leadership to be creative and motivate their subordinates in Bali to participate in everything. Asta Brata is a form of leadership in Balinese society, which consists of eight leadership traits, such as: 1) Indrabrata: the leadership traits that give priority to the welfare of its people, 2) Yamabrata : leadership traits that fair to the people, 3) Suryabrata : the leadership qualities that are always trying to improve service to the people of responsibility, 4) Candrabrata : the authoritative nature of the leader, 5) Bayubrata : the nature of the interests of the people's leader, 6) Kuwera : the nature of leadership that promotes prosperity, 7) Warunabrata : the nature of the leader who is able

to eradicate pain and illness in the community and 8) Agnibrata, the nature of the leadership role as community organizer. Concepts of leadership that Asta Brata contains are not created as a scientific-academic theory, but it is strongly rooted in the societal and human relationship and in the transcendental relationship with God. By observing again the concepts of leadership, especially the concept of the transformational leadership, it seems that such a concept of leadership is identical with the basic natures which a leader have in Asta Brata.

“Examining the Management Characteristic of Women Culinary Entrepreneur in Bali”

Putu Sucita Yanthy

Women has their own way to manage the small business and it naturally comes from their unique personality. This paper presents the Balinese women who running their own business in tourism industry especially in culinary business. Their personality and behaviour influenced their way in leading the business. Based on exploratory analysis, the business management is affected by four characteristics, they are familial approach, flexibility, intuitive power and womanhood as a role model. Women strive to create a familial atmosphere with the goal of keeping their family members and employees involved in the business activity comfortable in doing their work. They show a flexible attitude, which very much benefits the female employees in that they can also manage their domestic and public lives. Women culinary entrepreneurs believe in *kleteg bayu* or intuition that can lead them to the best decision for their culinary business. All of the above characteristics are very supportive of women as role models that inspire the whole family and employees.

“Determinants of Tourist Satisfaction towards Traditional Balinese Cuisine in Ubud”

I Nyoman Arcana, I Nyoman Wiratnaya and Ni Putu Ariesta Budiani,

Bali has various types of traditional food dishes as local products that attract tourists. Local Balinese culinary arts offer a gastronomic experience of local cuisine that has a distinctive taste. The local processed ingredients, the presentation, and the exciting flavors become value added of local cuisine, so the taste of local cuisine is generally accepted by tourists. The uniqueness of taste, processing, presentation and service quality of traditional Balinese cuisine will enhance the image of Bali’s culinary destinations, especially in Ubud Tourism Area, Gianyar. This study aims to examine the performance and factors that affect tourist satisfaction on traditional Balinese cuisine at restaurant in Ubud Tourism Area. The variables measured in this study are: 1) Quality of food (Food Quality / reliability); 2) Price; 3) Food hygiene; and 4) Dining atmosphere. The study found that traditional Balinese cuisine have excellent rating (quality of cuisine and eating atmosphere) and good rating (price and food hygiene). Furthermore, this study found the determinants factors affect tourist satisfaction towards traditional Balinese cuisine at restaurant can be classified into two groups, consist of the high importance level (the unique taste of traditional Balinese cuisine (aroma, portion size, presentation, value for money, cleanliness of presentation, cleanliness of the processing, use of raw materials, dining design and privacy), and low importance level (menu diversity, affordable traditional cuisine prices, available special package pricing, promotional packages available, free wifi access and music dining room atmosphere). This research recommends restaurants that sell traditional Balinese cuisine in Ubud Tourism Area to offer more menu choices, create special package prices, create more promotional packages, improve the hygiene&cleanliness in cooking process, and provide free wifi network facilities.

“Characteristics and Strategies to Improve Chinese Outbound Tourist Travel to Indonesia”

I Gusti Ayu Dewi Hendriyani

The tourism sector in Indonesia has been established as the main sector in the future. Visits of Chinese tourists ranked highest in 2017 than any other country. The huge potential of China’s market in the world demands that the government together with tourism stakeholders jointly increase the number of Chinese tourists visiting Indonesia. This research is a literature study on the characteristics of Chinese outbound tourists from various sources, as well as strategies to increase the visit of Chinese tourists to Indonesia. The results of this literature review is expected to be an input for the development of tourism sector in Indonesia in reaching outbound tourists from China, and can be an inspiration for a suitable research theme in the future.

“The Social Impacts of Nusa Dua Fiesta in Bali”

Putu Ayu Aryasih

This study aims to determine the social benefits and social costs resulting from the implementation of the Nusa Dua Fiesta and collect the public expectations for the implementation of the next Nusa Dua Fiesta. Data were collected through questionnaires distributed to 100 local communities in South Kuta Badung Sub-district. Quantitative research methodology applied in this research. Data were collected with the help of a questionnaire based on a previously developed tool called the Social Impact Attitude Scale Festival. The sample of the research was obtained by accidental random sampling method. Respondents were asked to show their expectations and values on twenty-five social impacts. The response analysis is based primarily on expectations of social impact. To simplify and identify the underlying dimensions in the data, factor analysis is performed. Two main factors are identified, social benefits and social costs.

“The Role of Government Leadership in Cultural Tourism Marketing Event”

Amirosa Ria Satiadji

Tourism is a leading sector in the economy of the country today. Besides being based on the natural beauty that is owned by Indonesia, culture is an important asset of tourism development of Indonesia. The cultural diversity possessed by various tribes in Indonesia makes Indonesian culture so unique. There are various views in the development of cultural tourism, both positive and negative. Tourism is said to be able to sustain the existence of culture so that with the tourism can asset owned culture can be used as economic capital. But on the other hand, there is the view that with the existence of tourism degradation of culture where the existence of culture in a region can be destroyed due to the development of tourism in the area. It requires the involvement of the government as a determinant of regulations applied in a cultural destination. The purpose of this research is to know the role of government leadership in the marketing of cultural tourism through the event. The research method used qualitative analysis with interview technique to informant, field observation, and literature study. The result of this research is that both central government, regional, even village head level and head of environment in each region can play an active role in preparing talented human resources in the field of art as well as having a vision in the implementation of cultural tourism in a destination from creating a cultural event. In these cultural events the government provides various supporting facilities such as funding, venues, facilitating publications, security, choosing who is worthy to perform so there is a spirit to be able to showcase the best work. the other important things are the existence of government regulation and government intervention in the form of direct involvement in society.

LEADERSHIP AND SUSTAINABILITY

"The Design and Innovation of Green Leaderships"

Rizka Nugraha Pratikna and Indra Gamayanto

The development of information technology cannot be prevented, the development makes every university should be able to develop itself to be able to cope with these developments, needed reliable human resources and adequate information technology infrastructure. The University of Wollongong (UOW) is one of the best universities in Australia. UOW has many advantages and strengths for facing the globalization. The three main issues of this journal are the Australian Center for Cultural Environmental Research (AUSSCER); Early Start Research Institute (ESRI) and Global Challenges. The main problem that will be discussed is whether the three departments have grown globally or not. The method used is Formula $E = KMC^2$ and four elements, from these two methods, a special formula will be produced in order to develop these three departments. This journal is the result of the development of two journals: Orit Avidov-Ungar & Limor Hanin-Itzak- "Sense of Empowerment among School ICT Coordinators: Personal, Subject-Area and Leadership Empowerment" and Rizka Nugraha Pratikna & Indra Gamayanto- Developing Leadership Systems inside University Using Jim Collins Method [Good to Great]: People Management Development to Face ASEAN Economic Community in Indonesia. The result of this journal is a formula $R = G^2P$, which can be used to develop these three departments to become more global and establish a center and branch in other countries and Australia.

"Cyber Incivility: A review of the literature and agenda for future research"

Silvia Kristanti Tri Febriana

Cyber incivility as a form of behavior that violates the norm for mutual respect in the workplace is mediated by computers and online media. For nearly 10 years the theoretical introduction of cyber incivility constructs has shown significant research developments. In this review article, we provide an organized review of the type of work that exists that includes two types of cyber incivility, namely: the target of having cyber incivility and the instigator. These two types of incivility form the basis for a comprehensive set of models in which we integrate existing empirical research. In the last section of this review article, we suggest guidelines for further research that may contribute to the development of cyber incivility research.

"Leadership and Tourism Innovation on Promotional Event to Sustainable Tourist Destinations"

Ni Made Eka Mahadew

This article introduce and explore effective leadership in promoting tourist destination on one regency in Bali, namely Badung. Findings reveal that the leaders from tourism destination promotion, learn their skills from personal experiences and observing others, and some others are from tourism academic background. The important issue of leaders who works on tourism and hospitality industries also included has industry reputation, industry volatility and diverse workforce challenges. This article focuses on exploratory research that used theoretical framework perspective and the holistic view of sustainability of tourism destination by using event's promotion and communication practices to fill a void in the literature and practitioners resources.

LEADERSHIP AND CULTURE

"Work Life Balance in Organizational Culture Change Among Employee on State Owned-Company in the Health Sector in Bandung-Indonesia"

Gianti Gunawan, Yus Nugraha, Marina Sulastiana and Diana Harding

Many changes in the workplace and in employee's lives have taken place over the past couple decades and have led to an increase in the attention paid to the work life balance. It is generally agreed that work-life balance is important for an individual's psychological well-being, high self-esteem, satisfaction, and overall sense of harmony in life can be regarded as indicators of a successful balance between work and family roles. Organizational culture is antecedent factor for work life balance. Without a complementary organizational culture, work life balance policies would not work because the executives and in turn managers would not believe in its provision and would not see the merits of work life balance policies. Work life balance data were collected from a sample of 108

employee in state owned-company in the health sector in Bandung-Indonesia using questionnaire from Fisher (2009) and classified by type from Rantanen (2013). Responses from 69 of these employee were use for validation-reliability purposes. Research also take sample from 4 section head for data about now and preferred organizational culture (Cameron&Quinn,2011). Results indicated for type of work life balance are 39.1% beneficial, 24.1% passive, 22.2% harmful and 17.6% active. Result for organizational culture as predicted, there are different type of organizational culture that employee perceived and preferred to face challenge for organization. Limitation for this research: It was difficult to meet all employee at the same time, this leads us to limitation of not being able to represent the whole company's opinion and compile thorough results.

The Influence of Corporate Culture and Leadership Style on Work Motivation, Work Satisfaction and Employee Performance of PT Pupuk

Abdul Choliq Hidayat

The purpose of this research is to examine and analyze the influences of corporate culture and leadership on work motivation, job satisfaction, and employee performance of PT Pupuk Kaltim Tbk. in Bontang, East Kalimantan Province. The total number of samples was 168 pairs of questionnaires from 198 packs of respondents using proportional stratified random sampling. Data analyses using Structural Equation Modelling (SEM), assisted by software program AMOS, were conducted. The findings suggest that corporate culture and leadership style can enhance employee performance through increasing either work motivation or job satisfaction, or both. As for managerial implication, management of PT Pupuk Kaltim Tbk should revitalize corporate culture and leadership so that the company's objective, vision and mission can be achieved well.

"Challenge Over Money: Role of Work Values Towards Employee Engagement Among Millennials In Jakarta"

Nuri Sadida

Research about millennial employee still garners a lot of attention in Indonesia to date. This is due to characteristics of millennials that is known for their low work engagement. Therefore, company management needs to figuring gen y working values in order to develop gen y work engagement. The purpose of this study is to find out millennials work values, and the role of work values towards employee engagement. The number of participants in this study are 144 millennial employees. Work values was measured using adapted work values scale from Lyon (2015) and employee engagement was measured using Utrecht Work Engagement Scale (UWES) from Schaufeli, Salanova, González, & Bakker (2002). The result shows that extrinsic values had the highest mean score among other work values dimension. It means that participants values extrinsic work values the most. Meanwhile correlation test showed that all work values dimensions had significant and positive correlation with employee engagement, but regression test showed only intrinsic work values showed significant role towards employee engagement. From the result of this study, it can be concluded that management can consider giving more challenge and development opportunity in order to engaged their employee rather than giving them more rewards.