

**BOOK OF ABSTRACT CONFERENCE PROCEEDING** 

## IAOM IC

# 1ST INDONESIA ACADEMY OF MANAGEMENT INTERNATIONAL CONFERENCE

"New Normality at Work: Insights from Management Research"

9 - 10 December 2020

**Virtual Conference** 















# Book of Abstract 1<sup>st</sup> Indonesia Academy of Management International Conference

(IAOM IC)

**Virtual Conference** 

December 9 - 10, 2020





#### **Book of Abstract**

#### 1st Indonesia Academy of Management International Conference

(IAOM IC)

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#### **FOREWORD**

Indonesia Academy of Management (IAOM) is professional association for scholars of business and management to promote ethical and excellence in business and management education and practices, to promote vigorous, relevant, ethical and impactful research in business and management areas, and to promote collaborations and partnership with such stakeholders as government, corporations, higher education, other relevant professional associations, independent business practitioners and consultants, communities and societies at large. IAOM is open for those who are interested in understanding and enhancing business and management practices in Indonesia, be it in the government institutions, state-owned enterprises, private companies, family business, multinational corporations, or micro and small business.

Research Synergy Foundation is a digital social enterprise platform that focuses on developing Research Ecosystem towards outstanding global scholars. We built collaborative networks among researchers, lecturers, scholars, and practitioners globally for the realization of knowledge acceleration. We promote scientific journals among countries as an equitable distribution tools of knowledge. We open research collaboration opportunities among countries, educational institutions, organizations and among researchers as an effort to increase capabilities.

Known as a catalyst and media collaborator among researchers around the world is the achievement that we seek through this organization. By using the media of International Conference which reaches all researcher around the world we are committed to spread our vision to create opportunities for promotion, collaboration and diffusion of knowledge that is evenly distributed around the world

#### Our Vision:

As global social enterprise that will make wider impact and encourage acceleration quality of knowledge among scholars.

#### Our Mission:

First, developing a research ecosystem towards outstanding global scholars. Second, Promoting scientific journals among countries as an equitable distribution tools of knowledge. Third, opening research collaboration opportunities among countries, educational institutions, organizations and among researchers as an effort to increase capabilities. Fourth, creating global scientific forum of disciplinary forums to encourage strong diffusion and dissemination for innovation

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#### ORGANIZING COMMITTEE

#### **Conference Chair:**

Budi W. Soetjipto, Ph.D. (Chairman of IAOM)

#### **Co-Conference Chair:**

Dr. Hendrati Dwi Mulyaningsih (Chairman of Research Synergy Foundation)

#### **Organizing Committee:**

Badri Munir Sukoco Universitas Airlangga

Sunu Widianto (liaison committee) Universitas Padjadjaran

Amak Yaqoub Universitas Airlangga/University of Groningen

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Suhari Pranyoto (liaison committee) Universitas Pertamina

Ani Wahyu Rachmawati Research Synergy Foundation

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#### **Conference Support**

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#### SCIENTIFIC REVIEW COMMITTEE

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Prof. Jane Lu (Asia Academy of Management/City University of Hong Kong).

Prof. Chi-Sum Wong (Asia Pacific Journal of Management/Chinese University of Hong Kong).

Prof. Badri Munir Sukoco, S.E., MBA., Ph.D. (Indonesia Academy of Management/Universitas Airlangga).

Dr. Sunu Widianto (Indonesia Academy of Management/Universitas Padjadjaran).

Dr. Ahmad Marda (Indonesia Academy of Management/Pasaraya the Pride of Indonesia).

#### CONFERENCE CHAIR MESSAGE

We are delighted to welcome you to 1<sup>st</sup> Indonesia Academy of Management International Conference (IAOM IC) by Indonesia Academy of Management (IAOM) and Research Synergy Foundation (RSF) as official partner held virtually on December 9-10, 2020. Theme of this conference is "New Normality at Work: Insights from Management Research".

The aim of Conference is to bring together leading academician, researchers and scholars to exchange and share their experiences and research results on all aspects of Management and Business. IAOM IC 2020 shows up as a cutting-edge Business and Management Research platform to gather presentations and discussions of recent achievements by leading researchers in academic research.

It has been our privilege to convene this conference. Our sincere thanks, to the conference organizing committee; to the Program Chairs for their wise advice and brilliant suggestion on organizing the technical program and to the Program Committee for their through and timely reviewing of the papers. Recognition should go to the Local Organizing Committee members who have all worked extremely hard for the details of important aspects of the conference programs and social activities.

We welcome you to this conference and hope that this year's conference will challenge and inspire you, and result in new knowledge, collaborations, and friendships.

Best regards,

Budi W. Soetjipto, Ph.D. Conference Chair of IAOM IC 2020

#### CONFERENCE CHAIR



Budi W. Soetjipto completed his master's and doctoral degree Cleveland State University, Cleveland, Ohio, United States, majoring itu human resources management (minor: management) operations and organizational behavior (minor: manufacturing). He completed his undergraduate education with specialization in human resources management and transportation

management in the Faculty of Economics and Business, University of Indonesia.

Since 1990 to date, Budi still gives lecture at the Faculty of Economics and Business at the University of Indonesia and has taught subjects such as organizational theory and behavior, Human resources management, change management, leadership, group dynamics, performance management, and negotiation and dispute resolution for industrial relations. In addition, Budi is still serving as the Chief Editor of the South East Asia Management Journal and Ambassador for Indonesia Human Resource at the Academy of Management. Prior to joining Pertamina University, Budi had served as the head of the Management Institute of the Faculty of Economics and Business, University of Indonesia, Executive Director of the Indonesian Managerial Development Institute, Dean of Sampoerna School of Business, Member of the National Wage Board and an Independent Commissioner of PT Pertamina Geothermal Energy.

In addition to all of his outstanding experiences, Budi is also a consultant in the Organizational and Human Resources field. Among big companies and government instances that Budi has handled Korps Lalu Lintas Polri, PT Semen Indonesia (Persero) Tbk, PT Mitra Pinasthika Mulia Tbk, PT Freeport Indonesia, Ministry of Manpower, PT Garuda Indonesia (Persero) Tbk, Ministry of Culture and Education, PT Bank Rakyat Indonesia (Persero) Tbk, PT Centra Proteina Prima Tbk, PT Perkebunan Nusantara III (Persero) Tbk, PT Perusahaan Gas Negara (Persero) Tbk, PT Pertamina (Persero), PT Telkomsel dan National Police Headquarters. Budi is an internationally certified assessor for WorkPlace Big Five Profiles issued by the Center for Applied Cognitive Studies, Charlotte, North Carolina, United States.

#### KEYNOTE SPEAKER



Prof. Chi-sum Wong was born in Hong Kong and graduated from the Faculty of Business Administration of The Chinese University of Hong Kong (CUHK). He received his PhD from Department of Organisational Behaviour and Human Resources Management of Purdue University in the US. He joined the Department of Management of CUHK in 1990 and he is now a Professor

Prof. Wong has published and presented more than one hundred and eighty articles in academic journals and international conferences. His co-authored article concerning employee trust in Chinese joint ventures published in 2002 was selected by Emerald Management Review as one of the best 50 management articles among the 20,000 articles published in the same year around the world, and another article on localisation of human resources in mainland China was selected as one of the five best papers in the international human resource management area in 2009 by the Academy of Management.

Prof. Wong is the Editor-in-Chief of Asia Pacific Journal of Management and has served the editorial board of various journals such as the Academy of Management Journal, International Journal of Business Studies, Journal of Occupational and Organizational Psychology, and Journal of World Business.

#### KEYNOTE SPEAKER



Mike W. Peng is the Jindal Chair of Global Strategy at the Jindal School of Management, University of Texas at Dallas. He is also a National Science Foundation (NSF) CAREER Award winner and a Fellow of the Academy of International Business (AIB). At UT Dallas, he has been the number one contributor to the list of 50 top journals tracked by Financial Times, which has

ranked UT Dallas as a top 20 school in research worldwide. Over 60 of his articles appear on the Financial Times list (28 of them on the UTD list). Professor Peng received his PhD from the University of Washington. Prior to joining UT Dallas, he served on the faculties of the Ohio State University, Chinese University of Hong Kong, and University of Hawaii. He has taught in five states in the United States (Hawaii, Ohio, Tennessee, Texas, and Washington), as well as in China, Hong Kong, and Vietnam.

Truly global in scope, Professor Peng's research has investigated firm strategies in Africa, Asia Pacific, Europe, and North America. He is best known for his development of the institution-based view of strategy and his insights about the rise of emerging economies such as China in global business. He has published over 140 articles in leading journals, over 40 pieces in non-refereed outlets, and five books. Used in over 30 countries, his textbooks, Global Strategy, Global Business, and GLOBAL, are global market leaders that have been translated into Chinese, Portuguese, and Spanish. With over 37,000 Google citations and an H-index of 73, he is widely regarded as one of the most prolific and most influential scholars in global strategy. Among the top 1% most cited researchers worldwide, he is one of the only 70 top scholars in business and economics—and the only one from the Jindal School—listed among The World's Most Influential Scientific Minds (compiled by Thomson Reuters based on citation impact). Both the United Nations and the World Bank have cited his work. Recent research awards include a Journal of International Business Studies Decade Award (2015)an Academy of Management Perspectives Best Impact Award (2014).

#### KEYNOTE SPEAKER



**Prof. Bambang Permadi Soemantri Brodjonegoro** is an Indonesian economist. He is now the Minister of Research and Technology/National Research and Innovation Agency since 25 October 2019.

Born at Jakarta, he is the son of Professor Sumantri Brodjoneogoro, a former Rector of University of

Indonesia and Minister of Education and Culture in 1973. Bambang Brodjonegoro completed his study at Economics Faculty of Universitas Indonesia in 1990. The next year, Bambang studied for a master's degree at the University of Illinois at Urbana–Champaign, United States, continuing on to doctoral program completed in 1997.

As an academician, he began his career as a lecturer at University of Indonesia to become the Dean of the Economics Faculty, University of Indonesia. In 2009 he became the Director-General of the Islamic Research and Training Institute (IRTI), Islamic Development Bank Group, located in Jeddah, The Kingdom of Saudi Arabia. After a 2 years as The Director-General of IRTI, he was appointed as The Chairman of The Fiscal Policy Agency, Ministry of Finance, The Republic of Indonesia in 2011. He then was then promoted as the Vice-Minister of Finance during Susilo Bambang Yudoyono's presidency.

In October 2014, he was inaugurated as Finance Minister in President Joko Widodo's first cabinet. During his tenure, he initiated Indonesia's first Tax Amnesty scheme. Bambang Brodjonegoro also designed an improved budget spending by allocating the very first direct-transfer to all 74,000 villages in Indonesia.

#### SESSION CHAIR

**Dr. Vinay Chamoli** encompasses over 17 years in the Hospitality industry & Education, within this time he learnt the importance of guest focus & his passion for training. Vinay has progressively learnt every role in a restaurant, lounge & banquet setting whenever the opportunity presented itself.

Graduating in 2000 from Institute of Hotel Management, Pusa, New Delhi, he also did his Masters in Human Resource Management in the year 2005 and Masters in Hotel management in 2011. Later he achieved his Doctorate from Mahatma Gandhi University in 2017.

His passion to mould individuals into highly committed, result oriented hospitality professionals encouraged his move into hospitality academics. He is also a Certified Hospitality Educator (CHE) from AH&LEI.

To be good isn't good enough for vinay, he consistently strives to be the best in whatever situation he finds himself in.

#### SESSION CHAIR



#### Dr. Sharifah Nurafizah Binti Syed Annuar

Universiti Teknologi MARA Sabah Branch

Dr. Sharifah Nurafizah Syed Annuar is a senior marketing lecturer in the Faculty of Business and Management in Universiti Teknologi MARA Sabah Branch. She is currently holding the position of Deputy Rector at Research,

Industry Linkages, Community and Alumni Network Division in Universiti Teknologi MARA Sabah Branch. Her research interests are marketing communications, social and health marketing, digital marketing and entrepreneurship. She has involved in various research projects such as Kajian Impak 20 Tahun UiTM and Community Wellbeing Research with Lembaga Penduduk dan Pembangunan Keluarga Negara (LPPKN). In addition, her other consultancies are giving motivational talks to primary and secondary schools in Sabah, providing training for entrepreneurs and to name a few. Being a deputy rector, most of her tasks involving meeting new people in the industries and create collaborations for the benefits of the university. As for now, she has three PhD students, two Doctorate of Business Administration (DBA) students and five Master by Research students under her supervision.

#### SESSION CHAIR



**Dr. Tan Jue Xin** has been a lecturer at the International College, Tunghai University, Taiwan, since 2019. During her service in the highly diversified International College, she has been teaching students from 18 countries in different continents including Western Europe, North America, Southeast Asia and East Asia. Her teaching specialties include Sun Zi's Art of War and the Business Strategies, Leadership and

Global Citizenship in 21st Century, and Strategic Management. She was serving at the Faculty of Accountancy and Management, Universiti Tunku Abdul Rahman (UTAR), Malaysia, for 4 years before coming to Taiwan. She completed her Master's degree in Management at Universiti Putra Malaysia (UPM) and her undergraduate studies majoring in Management with Multimedia at Multimedia University (MMU). She is also currently pursuing her Ph.D. in Management at MMU. She has collaborated with researchers in several disciplines of organisational behaviour, human resource management, hotel industry, entrepreneurship

#### **CONFERENCE PROGRAM**

#### 1<sup>st</sup> Indonesia Academy of Management International Conference VIRTUAL CONFERENCE (9-10 December 2020)

DAY 1: Wednesday | December 9, 2020

Time (GMT+7)	Duration	Activity
07.50- 08.00	10'	Participant Login and Join Virtual Conference by Zoom (Room 1)
08.00 - 08.05	5'	Introduction and Conference Publication Announcement
08.05 - 08.10	5'	Welcome Remarks
		Budi W. Soetjipto, Ph.D.
		Conference chair of IAOM
08.10 - 08.25	10'	Global Research Ecosystem Introduction (Room 1)
		Dr. Hendrati Dwi Mulyaningsih, SE., MM.
		Founder & Chairman of Research Synergy Foundation
		Co-Conference chair of IAOM
08.25 - 08.30	5'	Group Photo Session - all participants (Room 1)
08.30 - 09.10	40'	Keynote Speaker (Room 1)
		Prof. Mike W. Peng
		The University of Texas at Dallas
		Asia Academy of Management
09.10 - 09.25	15'	Preparation for Paralel online Presentation Session (Room 1 and 2)

Time (GMT+7)	Duration	Activity
09.25 - 11.55	150'	Online Paralel Presentation Session: 2 Breakout Room  Room 1: Track Organizational Behavior & Public Administration (Session Chair: Dr. Vinay Chamoli)  Room 2: Track Organizational Behavior, Organization And Management, Human Resource, and Public Administration (Session Chair: Dr. Tan Jue Xin)
11.55 - 12.05	10'	Testimonial and Post-conference information announcement at each parallel online presentation room (Room 1 and 2)
12.05 - 12.15	10'	Preparation for Closing Ceremony after Paralel online Presentation Session (Back to Room 1)
12.15 - 12.25	10'	Award Ceremony:  Best Paper  Best Presentation
12.25 - 12.30	5'	Closing Speech (Room 1)  Dr. Sunu Widianto

Day 01 Wednesday, 9 December 2020

Room 1 Session Time: 09.10 - 11.25 (GMT+7) Session Chair: Dr. Vinay Chamoli

#### Track Organizational Behavior

Paper ID	Author	Media	Paper Title
IAO20103	Dina Sartika	Virtual Presentation	Students' Mental Health, Coping Strategy, And Educational Impacts During Covid 19 Pandemic
IAO20105	Arnold Valencia Salcedo	Virtual Presentation	Moderated Mediation Of Ethical Considerations Between Individual Values And Values In The Actual Practice Of The Cpa Profession
IAO20110	Ngoc Bich Nguyen	Virtual Presentation	Key Successful Factors For Startup Team: The Right Co-founder(s).
IA020121	Sunu	Virtual Presentation	Follower Intrinsic Need Satisfaction As A Mediator Between Leader And Follower Use Of Emotions And Follower Job Performance
IA020131	Abdi Hamdani	Virtual Presentation	Leveraging Corporate Social Responsibility Through Organizational Citizenship Behavior And Employee Commitment: Evidence From Public Listed Cement Companies In Indonesia
IA020109	Levyda	Virtual Presentation	Supply Chain Analysis for Identifying Typology of Culinary Tourism in Bangka Belitung
IA020133	Bernadeta Irmawati	Virtual Presentation	The roles of environmentally specific servant leadership in the influence of employee's corporate social responsibility perception on organization citizenship behavior toward environment in semarang

#### **Track Public Administration**

Paper ID	Author	Media	Paper Title
IAO20108	Yos Sunitiyoso	Virtual Presentation	Using Data Analytics To Understand Transit Users Behaviour And Develop Strategies To Increase Jak Lingko Card Adoption

IAO20118 Ayu Kus	Dahniar Virtual Presentatio uma Indriyanti	Evaluation Of The Implementation Of The Retirement Security Program In Indonesia
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#### Day 01 Wednesday, 9 December 2020

Session Time: 09.10 – 11.25 (GMT+7)
Room 2 Session Chair: Dr. Tan Jue Xin

#### Track Organizational Behavior

Paper ID	Author	Media	Paper Title
IA020113	Nur Hasanah	Virtual Presentation	Striving In Crises Through Team Resilience
IA020114	Elisabet Siahaaan	Virtual Presentation	The Importance Of Improving The Quality Of Organizational Relations In Optimizing Lecturer Job Satisfaction
IA020101	Indrianawati Usman	Virtual Presentation	Enterprise Resource Planning Implementation and Employee Performance

#### Track Organization And Management Theory

Paper ID	Author	Media	Paper Title
IA020112	Hendragunawan Sardjan Thayf	Virtual Presentation	Critical Management Studies As A Contribution Of Philosophy To Management Science And Its Relevancy And Prospect In Indonesian Context

#### **Track Human Resources**

Paper ID	Author	Media	Paper Title
IA020107	Wahda	Virtual Presentation	Work-life Balance Policies And Job Satisfaction
IA020116	Shinta Setia	Virtual Presentation	The Principal Leadership In Developing Inclusive Education For Diverse Students: A Case Study Of The Impact Of Zoning System In Indonesia
IA020120	Evi Lusi Agustina	Virtual Presentation	Distributed Work Arrangements In Increasing Personal Agility

#### Track Public Administration

Paper ID	Author	Media	Paper Title
IA020130	Daniel	Virtual Presentation	Evaluation Of Performance Measurement And Organizational Support For Account Representative In Supporting The Achievement Of Tax Revenue Targets

#### **CONFERENCE PROGRAM**

#### 1<sup>st</sup> Indonesia Academy of Management International Conference VIRTUAL CONFERENCE (9-10 December 2020)

DAY 2: Thursday | December 10, 2020

Time (GMT+7)	Duration	Activity
07.50 - 08.00	10'	Participant Login and Join Virtual Conference by Zoom (Room 1)
08.00 - 08.05	5'	Introduction and Conference Publication Announcement
08.05 - 08.10	5'	Welcome Remarks
		Prof. Badri Munir Sukoco, S.E., MBA., Ph.D.
08.10 - 08.15	5'	Group Photo Session - all participants (Room 1)
08.15 - 09.15	60'	Online Paralel Presentation Session
		Track Strategy Management & Operation and Supply Chain
		(Session Chair: Dr. Sharifah Nurafizah Binti Syed Annuar)
09.15 - 09.55	45'	Keynote Speaker (Room 1)
		Prof. Chi-sum Wong
		The Chinese University of Hong Kong
		Asia Academy of Management

Time (GMT+7)	Duration	Activity
09.55 - 11.00	65'	Online Paralel Presentation Session (Continued)
		Track Strategy Management & Operation and Supply Chain
		(Session Chair: Dr. Sharifah Nurafizah Binti Syed Annuar)
		Track Technology and Innovation, Organizational Communications And Information
		Systems, & International Management (Session Chair : Dr. Vinay Chamoli )
11.00 - 11.45	45'	Keynote Speaker (Room 1)
		Prof. Bambang Permadi Soemantri Brodjonegoro
		Minister of Research and Technology
		National Agency for Research and Innovation
11.45 - 12.30	45'	Online Paralel Presentation Session (Continued)
		Track Technology and Innovation, Organizational Communications And Information
		Systems, & International Management (Session Chair : Dr. Vinay Chamoli )
12.30 - 12.40	10'	Testimonial and Post-conference information announcement at each parallel online
		presentation room
12.40 - 12.50	10'	Award Ceremony:
		Best Paper
		Best Presentation
12.50 - 12.55	5'	Closing Speech (Room 1)
		Budi W. Soetjipto, Ph.D.
		Conference chair of IAOM

**Day 02** 

Thursday, 10 December 2020

Session Time: 08.15 - 09.15 (GMT+7)

Session Chair: Dr. Sharifah Nurafizah Binti Syed Annuar

Paper ID	Author	Media	Paper Title
IA020123	Lamhot Henry Pasaribu	Virtual Presentation	The Impact Of Change Leadership, Organizational Culture, And Perceived Organisation Support On The Change Management: Study On Chemical Industry
IA020106	Ita Mariza	Virtual Presentation	The Strategic Ambidexterity and Organizational Performance of Manufacturing Company in Jakarta Indonesia
IA020124	Rochvika Ariesta Permatasari	Virtual Presentation	Systematic Literature Review: Evaluating Public Sector Service's Quality
IA020104	Herminawaty Abubakar	Virtual Presentation	Sustainability Of Natural Silk Agroindustry In Pandemi Covid-19 Through Strengthening Local Wisdom

Thursday, 10 December 2020

Session Time: 09.55 - 11.00 (GMT+7)

Session Chair: Dr. Sharifah Nurafizah Binti Syed Annuar

#### Track Strategic Management

Track Strategic Management

Paper ID	Author	Media	Paper Title
IA020126	Josef Budi Hendrawidjaja	Virtual Presentation	Paradoxical Strategic Actions as the Firm's Responses to Uncertain Environment During COVID-19 Pandemic

#### Track Operations And Supply Chain Management

Paper ID	Author	Media	Paper Title
IA020122	Gilbert Agung	Virtual Presentation	Effectiveness Of Procurement Cycle's Internal Control: A Case Study On Automotive Accessories Distributor In Indonesia

Session Chair: Dr. Vinay Chamoli

#### Track Technology And Innovation Management

Paper ID	Author	Media	Paper Title
IA020127	Hironimus Leong	Virtual Presentation	Digital Technology As A Solution For The Sustainability Of Natural Material Handicraft Msmes In Magelang Region - Central Java In The New Normal Period
IA020128	R. Herjuno Chondro Laksono	Virtual Presentation	Transfer Pricing Implementation Analysis Of Internal Virtual Private Cloud : A Case Study Of Bank ABC

Thursday, 10 December 2020

Session Time: 11.45 - 12.30 (GMT+7) Session Chair: Dr. Vinay Chamoli

#### Track Technology And Innovation Management

Paper ID	Author	Media	Paper Title
IA020125	Melinda Br Siregar	Virtual Presentation	Online Bussiness Interest Factor Analysis For Students

#### Track Organizational Communications And Information Systems

Paper ID	Author	Media	Paper Title	
IA020115	Yosinta Suwastika	Virtual Presentation	Analysis Of Vat Restitution And Exemption Information System For Diplomatic Representatives And International Organizations	

#### Track International Management

Paper ID	Author	Media	Paper Title
IA020102	Apung Sumengkar	Virtual Presentation	Internationalization Performance Of Indonesia Smes : Roles Of Institutional Context And Dynamic Capabilities

Track: Organizational behavior

#### The Roles of Environmentally Specific Servant Leadership in The Influence of Employee's Corporate Social Responsibility Perception on Organization Citizenship Behavior Toward Environment in Semarang

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#### **Abstract**

Background - Environmentally sustainability is important today, and must be supported by companies and employees through proenvironmental behavior. The company support by environmental corporate social responsibility (CSR) employees through organization citizenship behavior toward environment (OCBE). In order to support pro-environmental behavior, it is necessary to get support from environmentally specific servant leadership (ESSL) of the leader, because the leader can be a role model for employees so that employees are willing to OCBE, therefore ESSL becomes a moderating variable for the effect of CSR on OCBE. This study uses Sosial Identity Theory approach which shows that employees 'perceptions of environmental CSR will make employee identity and affect OCBE, and if the leader have ESSL, makes employees have an identity dan will upgrade OCBE

**Purpose** - The purpose of this study was to analyze ESSL as a moderating variables for the influence of employee's CSR perception on the OCBE

**Design/methodology/approach** - A survey of 100 employees both service and manufacturing companies in Semarang and the research hypotheses were empirically tested by hierarchical regression

**Findings** - Perceived CSR influenced OCBE and also support effect interactive of ESSL and CSR in predicting OCBE

**Research limitations** - Participant self reported their OCBE, next research OCBE were assessed by supervisors and peers so that it becomes more objective

**Originality/value** - This study analyzes ESSL as moderating variable in the influence of employee's CSR perception on OCBE in Semarang

Keywords : ESSL, CSF	R, OCBE		

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