



DIJEMSS:

Dinasti International Journal of Education Management and Social Science

 <https://dinastipub.org/DIJEMSS>  dinasti.info@gmail.com  +62 811 7404 455



[HOME](#) / [ARCHIVES](#) /

Vol. 7 No. 3 (2025): Dinasti International Journal of Education Management and Social Science (February - March 2026)

Vol. 7 No. 3 (2025): Dinasti International Journal of Education Management and Social Science (February - March 2026)

Article in this issue consist of 30 universities of Indonesia: Universitas Indonesia (**Indonesia**); IPB University (**Indonesia**); Universitas Airlangga (**Indonesia**); Universitas Padjadjaran (**Indonesia**); Universitas Pendidikan Indonesia (**Indonesia**); Universitas Sebelas Maret (**Indonesia**); Universitas Terbuka (**Indonesia**); BINUS University (**Indonesia**); Telkom University (**Indonesia**); Universitas Negeri Yogyakarta (**Indonesia**); Universitas Negeri Semarang (**Indonesia**); Universitas Negeri Jakarta (**Indonesia**); Universitas Negeri Surabaya (**Indonesia**); Universitas Lambung Mangkurat (**Indonesia**); Universitas Jember (**Indonesia**); Universitas Muhammadiyah Surakarta (**Indonesia**); Universitas Pelita Harapan (**Indonesia**); Universitas Ciputra (**Indonesia**); Universitas Tarumanagara (**Indonesia**); Universitas Islam Negeri Sunan Kalijaga (**Indonesia**); Universitas Islam Negeri Palangka Raya (**Indonesia**); Universitas Paramadina (**Indonesia**); Universitas Islam Nusantara (**Indonesia**); Universitas Bhayangkara Jakarta Raya (**Indonesia**); Universitas Logistik dan Bisnis Internasional (**Indonesia**); Institut Transportasi dan Logistik Trisakti (**Indonesia**); Universitas Indonesia Membangun (INABA) (**Indonesia**); Krida Wacana Christian University (**Indonesia**); Universitas Asa Indonesia (**Indonesia**); Sultan Ageng Tirtayasa University (**Indonesia**)

DOI: <https://doi.org/10.38035/dijemss.v7i3>

PUBLISHED: 2026-01-30

ARTICLES

Evaluation of Customer Satisfaction with Railway Company Services in Area VI Yogyakarta

Indriyati Indriyati, Sarinah Sihombing, Lut Mafrudoh, Andre Yosafat, Euis Saribanon
2357-2364



PDF

Development of MOOCs on Halal Management: Principles, Leadership, and Industry Development in the Global Market

Rahmaddian Rahmaddian, Stefani Made Ayu Artharini Koesanto, Gunawan Wiradharma, Mario Adittyas Prasetyo, Khaerul Anam
2365-2374



An Analysis of Closed Caption Accessibility and the Inclusive Viewing Experience of the Deaf Community on Netflix

Haidar Ghazy Arkan, Dedi Eko Nurcahyo, Farhana Aulia
2375-2390



Optimizing Strategies for Electronic Catalog E-Purchasing in Government Goods/Services Procurement in Musi Rawas Utara Regency

Wuri Setianingrum, Dwi Rachmina, A. Faroby Falatehan
2391-2405



From Traditional to Digital: How Baby Boomer and Generation X MSMEs Adapt to Online Marketing

Adimas Bagus Indrayana, Arimbi Kanasih Putri, Santi Isnaini
2406-2419



The Integrated Strategic-Behavioural Framework (ISBF): Synthesizing Dynamic Capabilities, Resource Management, and Self-Efficacy for Enhanced Competitiveness in Indonesian Language Skill Training Centers (LSTCs)

Tatang Sutarman, Yayan Hendayana
2420-2424



Integrating Deming and Six Sigma Principles in School Greening Initiatives: A Narrative Inquiry Perspective

Sutikno Sutikno, R. Madhakomala
2425-2431



Protection for Indonesian Migrant Fishers on Taiwanese Fishing Vessels

Mella Sari
2432-2444



PDF

The Influence of Digital Marketing and Influencers on Repurchase Intention for Kahf Facial Cleanser through Customer Trust

Rahadean Makhdani Rahmatullah Mubarik, Hartoyo Hartoyo, Sufrin Hannan

2445-2456



PDF

Interlanguage Analysis of the Vocational High School Students of SMK Muhammadiyah 3 Surakarta

Putri Itsna Ulayya, Endang Fauziati, Malikatul Laila

2457-2462



PDF

The Impact of Empowering Leadership on Flourishing at Work: A Systematic Review

Eko Riyanto, Hania Aminah, Mardi Mardi

2463-2471



PDF

Driving Factors Behind Changes in Australia's Immigration Policy (2008–2013): A Case Study of Operation Sovereign Borders

Nahda Salsabila Alif

2472-2484



PDF

The Effect of Product Innovation and Sales Growth on Profitability in Technology Subsectors Listed on the Indonesia Stock Exchange, 2019-2023

Iman Sobirin, Hariandy Hasbi

2485-2495



PDF

Commodification of Women's Empowerment (Instagram Community X Case Study)

Siti Maharani Nabilah, Inas Ulfa Hapsari, Novia Anggi

2496-2503



PDF

The Role of Human Capital Based on Education and Health against poverty in 34 provinces in Indonesia

Eza Nur Fauzan, Navik Istikomah, Susanti Kurniawati, Amir Machmud

2504-2515



Constructing Regional Image through Local Media: The Role of Ajatappareng Television Image Partners in Sidrap Regency

Zul Inayah Yusuf, Irwan Irwan, Haeruddin Syarifuddin

2516-2523



Green Economy as a Strategy for Developing Tourism Villages: An Islamic Ethical and Values Approach to Sustainable Tourism

Suprianik Suprianik, Avinda Avinda, Zainuri Zainuri

2524-2535



The Effect of Profitability and Liquidity on the Firm Value in Consumer Goods Companies on the Indonesia Stock Exchange, 2019-2023

Rifqy Fauzi Abdullah, Hariandy Hasbi

2536-2546



The Effect of YouTube Educational Videos on Reading Comprehension in EFL Classroom

Yurni Prawita, Juhana Juhana, Milawati Milawati

2547-2557



Psychological Assessment and Psychological First Aid Psychoeducation to Enhance Fundamental Knowledge in Assisting Disaster Survivors to Pusat Pengendalian Operasi Penanggulangan Bencana Kabupaten Garut

Athiya Noura, Nurul Wardhani, Asteria Devy Kumalasari, Fitri Ariyanti Abidin

2558-2567



The Effect of Profitability, Leverage, Firm Size, and CSR on Stock Prices through Firm Value: Evidence from the Astra Group (2015–2023)

Rustiar Rustiar, Andry Arifian Rachman

2568-2581



The Effect of Consumer Analysis, Product Adaptation and Customer Equity on Purchase Decisions Consumers at PT Rim Syam Gold Bangkinang

Muhammad Rifal Sabri, Abshor Marantika

2582-2594



Impact Skills Human Capital in Context of Human Resources in Drug Cases in The Kampar Research Unit (Three Pillar Approach)

Muhammad Adil. MA, Abshor Marantika, Supardi Supardi

2595-2604



The Influence of Leadership and Communication on Outsourced Employee Performance

Dede Mulyadi, Hariandy Hasbi

2605-2618



The Influence of Quality Management System and Training on Employee Performance at PT X

Rosmawati Rosmawati, Hariandy Hasbi

2619-2632



The Influence of Financial Stability Against Financial Statement Fraud With External Pressure As Moderation

Essy Refikha, Widyasari Widyasari

2633-2642



The Interplay of Perceived Value, Environmental Concern, Attitude, and Willingness to Pay on Gen Z's Purchase Intention Toward Sustainable Packaging

Jessica Vania Laurensia, Juliani Dyah Trisnawati, Veny Megawati

2643-2653



Corporate Social Responsibility, Employer Brand, Employee Benefits, and Career Development on Generation Z's Intention to Apply Job: The Mediating Role of Corporate Reputation

Maria Estherina Febriani, Elsy Tandelilin, Noviaty Kresna Darmasetiawan

2654-2665



PDF

Artificial Intelligence and Big Data Analytics in Accounting: A Systematic Review of Research Trends, Theoretical Perspectives, and Future Agenda

Hendrarini Suryaningtiyas, Dony Oktariswan

2666-2683



PDF

Turning Hype into Intention: FoMO Mediated Effects of TikTok Influence on Sustainable Buying

Clarissa Belinda Agustino, Juliani Dyah Trisnawati, Prita Ayu Kusumawardhany

2684-2697



PDF

The Effect of Service Quality and Personal Marketing on Customer Satisfaction and it's Implications on Syifamart Customer Loyalty (Survey at Syifamart Putri Jalancagak, Subang Regency)

Dian Fitri Damayanti, Kosasih Kosasih, Farida Yuliaty, Ayi Wahid

2698-2707



PDF

The Role of Digital Marketing and Discounts in Purchase Intention on Tiktok Live Sales

Rimel Levani Clarensa, Sabar Narimo

2708-2715



PDF

Strategies for Operational Cost Efficiency in Power Supply Provision at SKA Field of PT Pertamina EP Zone 11 Regional 4

Saiful Adib, Wa Ode Zusnita Muizu

2716-2740



PDF

The Effect of Compensation and Career Development on Turnover Intention With Job Satisfaction as A Mediating Variable and Employment Engagement as A Moderating Variable PT Nesia PAN Pacific KNIT

Bakti Sadewa, Komala Inggarwati

2741-2751



PDF

The Influence of Shift-Scheduling Fairness, Nursing Staff Sufficiency and Job Satisfaction on Nurse Loyalty

Charlize Adellaine Wirawan, Inayah Nur Rahmah , Kanaia Ivanna, Kirana Sheva Augustin
2752-2764



An Analysis of the Influence of Workload, Compensation, and Work Environment on the Job Satisfaction of Health Workers at Hermina Hospital, Cilegon

Alden Jiraldi Akemah, Jihan Fasya Alifia, Muhammad Raihan Ginanjar, Syafira Nihla Namira, Innocentius Bernarto
2765-2775



Customer Journey Experience and Its Effect on PT KAI's Brand Equity

Anisa Silviana Putri, Andreas Rio Adriyanto, Dandi Yunidar
2776-2783



Development and Validation of a Centralised Procurement Model: The Key Role and Intermediary Role in Strengthening Procurement Governance (Case Study of PT Wika Gedung)

Yayuk Dwi Indriani, Agus Purnomo, Melia Eka Lestiani
2784-2796



How Social Media Shapes Green Purchase Intention among Generation Y and Z

Rizky Amalia Nurrahma, Catur Sugiarto
2797-2813



Business Model Development Strategy for Ulee Kareeng Coffee Shop Based on Consumer Behaviour

Reza Muhammad Rifqi, Hartoyo Hartoyo, Mochammad Mukti Ali
2814-2820



The Demography Effect on Plant-based Meat Buying Decision

Astrid Putri Handayani, Lilik Noor Yuliati, Nimmi Zulbainarni
2821-2830



The Implementation of the PLITA Habituation Program in Shaping the Religious Character of Students at SDN 2 Giriwangi

Via Nurafiati Astuti, Dasim Budimansyah, Asep Dahliyana, Kama Abdul Hakam, Imas Kurniawaty, Abih Gumelar
2831-2836



Developing Canva-Based Digital Interactive Media for Javanese Language Learning Using the 4D Model (Define, Design, Develop, Disseminate)

Sumikah Sumikah, Rufi'i Ruffi'i, Reza Rachmatullah
2837-2853



Strategy of the Kotabaru District Transportation Department in Implementing Parking E-Levy as Part of the Smart City Program

Nanda Laras Mukti, Budi Kristanto
2854-2869



Enhancing Womenpreneur Capabilities Through Innovation Development: Crossing The Chasm Framework

Rosita Indrawati, Liliana Dewi
2870-2882



Expectations and Work Culture As Predictors of Employee Performance: A Case Study of Outsourcing at Dr. M. Djamil General Hospital In Padang

Maliana Maliana, Yunia Wardi, Rino Rino
2883-2890



Improving the Performance of Family Planning Counselors: An Analysis of Motivation, Work Environment, and Job Satisfaction

Yona Febriani, Hapzi Ali
2891-2900



Construction of A Model For The Implementation of Other Receivables Management at The Audit Board of the Republic of Indonesia

Muhammad Irvan Zakaria, R N Afsdy Saksono, Neneng Sri Rahayu

2901-2907

**Regression Analysis: Psychological Factors as Predictors of East Java Kabaddi Athletes' Performance in Competition**

Ela Nur Fadilah, Anggara Cahya Nugraha, Erta Erta, Hapsari Shinta Puspita Dewi, Ghulam Zaky Ismail

2908-2914

**The Effect of Community Marketing Strategy and Brand Image on Customer Loyalty at Fore Coffee in Jakarta**

Nila Fitrotul Aufa, Didin Hikmah Perkasa

2915-2930

**Exploring Gender Equality Practices in the Digitalisation of Employment in Tasikmalaya: An Ethnographic Approach**

Titin Patimah, Selji Salgangga

2931-2940

**Complaint Handling Management System (CHMS) Application in Increasing Customer Satisfaction at PT Bank Syariah Indonesia TBK**

Mulida Mulida, Rozi A Sabil, Batara Maju Simatupang, Enny Haryanti

2941-2953

**The Sustainability of Public Debt and Fiscal Stability in Indonesia**

Lestari Lestari, Nia Tresnawaty, Ranita Puspita Sari Dewi, Hamdalah Rizi R

2954-2962

**Several Factors Affecting Marketing Performance and Competitive Advantage in Micro, Small, and Medium Enterprises in Berau Regency**

Hamka Jamal, Agus Salim

2963-2976



Contribution of Educational and Economic Factors to HDI Scores of Districts/Cities in East Java: A Multiple Linear Regression Study

Giovani Septio, Alifa Syauqi Hatami, Luthfiani Luthfiani, Vera Maya Santi

2977-2988



The Role of Financial Attitude in Mediating the Influence of Digital Financial Literacy and Impulsivity on Financial Decision Making of Tech-Savvy Investors in DKI Jakarta

William William, Eka Desy Purnama

2989-2997



The Influence of Brand Communication, Brand Loyalty, and Service Quality on Purchase Decisions with Purchase Interest as an Intervening Variable (Case Study on Ticket Purchases by PT Kereta Api Indonesia (Persero) During the Covid-19 Pandemic)

Muhammad Farhan Tjakrawiralaksana, Ambar Lukitaningsih, Agus Dwi Cahya

2998-3015



Beyond Bias and Culture: Exploring the Role of Sustainable Procurement Orientation in Vendor Selection and Procurement Performance in the Construction Industry

Gemmi Puspa Wijayanti Irianto, Agus Purnomo, Melia Eka Setiani

3016-3026



Accessibility Analysis of Disdukcapil Websites for Persons With Disabilities Using WCAG 2.2

Rifqi Akbar, Debi Irawan, Ismail Ismail, Tia Luthfia Annisa

3027-3036



From Cost to Service: Building a Smarter Fare Model for Buy-the-Service Transit

Ahmad Fajar Asrori, Susanty Handayani, Abdullah Ade Suryobuwono, Djamal Subastian, Nashrullah

Nashrullah

3037-3046



Work Life Balance, Organizational Culture and Work Discipline on Organizational Commitment and Their Implications on Employee Performance

Indah Susanti, Gurawan Dayona Ismail, Nunung Ayu Sofiati, Riyandi Nur Sumawidjaya, Deni Hamdani

3047-3060



PDF

Optimization Strategies for Utilization of Government Credit Cards in State Expenditure Payments at the Secretariat of the Vice President

Purnowiyanto Purnowiyanto, Neneng Sri Rahayu

3061-3073



PDF

Enhancing Students' Learning Outcomes Through Assignment-Based Mathematics Instruction: A Case Study at SDN Kembangan Jakarta

Puji Astuti, Wiwik Dyah Andayani

3074-3084



PDF

Stakeholder Collaboration as a Principal's Leadership Strategy Toward Effective Schools

Tini Kartini, Suharyanto H. Soro

3085-3094



PDF

Analysis of Employee Recruitment and Placement Methods at The Gunungsitoli Branch of JNE Express

Boby Rahmat Putra Zebua, Odaligoziduhu Halawa, Ayler Beniah Ndraha

3095-3105



PDF

Workload, Work-life Balance, and Their Effects on Employees' Turnover Intention in Convection Industry

Yunia Safrida Pangestuti, Chamilul Hikam Al Karim

3106-3118



PDF

The Impact of Collaborative Writing on Young Learners' Writing Performance

Elizabeth Fitriani, Juhana Juhana, Milawati Milawati

3119-3126



PDF

Optimizing Interactive Multimedia in Social Studies Learning Through the Application of POAC Management Functions in Junior High Schools

Elfita Nelda, Suharyanto H. Soro
3127-3137



The Use of Canva Media to Improve Students' Higher-Order Thinking Skills in Indonesian Language Learning

Asih Sariningsih, Suharyanto H. Soro
3138-3147



Quality Management of the Lalaran Alfiyah Program Based on the PDCA Cycle in Risalah Formal Diniyah Education

Fadlullah Fadlullah, Helmawati Helmawati
3148-3158



The Mediation Role of Employee Engagement in the Relationship Between Work-Life Balance, Psychological Empowerment, Leadership, and Meaningful Work Towards Turnover Intention (A Study of Female Employees of PT Telkom Infrastruktur Indonesia)

Ayu Adinda Putri, Hunik Sri Runing
3159-3171



The Impact of ESG (Environmental, Social And Governance) Implementation on Financial Performance in Mining Companies

Nurrahmaniah Nurrahmaniah, Popong Nurhayati, Bagus Sartono
3172-3181



Digital Financial Literacy and Financial Well-being: The Mediating Role of Impulsivity, Self Control and Financial Behavior

Mirna Medita Endikasari, Atmaji Atmaji
3182-3193



Implementation of the Principle of Fairness in the Settlement of Income Tax Disputes under Article 26 on Cross-Border Transactions

Muhammad Amin, Aris Machmud
3194-3205

**Facing Gender Equality Barriers within the Human Rights Framework**

Mutmainnah Mutmainnah, Mukhamad Murdiono

3206-3213

**Evaluation of Housing Project Business Feasibility Calculations from a Financial Perspective**

Muhammad Avri Firdaus, Budi Frensidy

3214-3227

**Political Economy in International Trade: New Trade Tariff Issues Lead to Mass Layoffs at Textile Companies in the Cikarang Industrial Area: Perspectives and Solutions**

Mutdi Ismuni, Taryanto Taryanto, Pristanto Ria Irawan, Rustomo Rustomo

3228-3236

**Comparison of Deep Learning Architectures for Facial Recognition**

Muhammad Khoirul Anwar, Bambang Sugiantoro

3237-3247

**SIPD at The Intersection of Regional Policy and Capacity: Evaluation of The Implementation of Permendagri 70/2019 at The DPUPR of Banten Province**

Dwi Hastuti, Titi Stiawati, Riswanda Riswanda

3248-3253

**Auditor's Considerations in Providing an Opinion and Paragraph on Material Uncertainty on Going Concern Based on SA 570: Case Study of PT ABC**

Paula Agatha Atmajie, Ferry Adang

3254-3262

**Female Employee Engagement as a Mediator of the Influence of Leadership, Empowerment, and Organizational Climate on Employee Performance in the Narcotics Enforcement Unit of Customs and Excise**

Novi Yohanes Toumahuw, Endi Rekarti, Janita S Meliala
3263-3279



The Role of Customer Engagement and Brand Trust in Mediating the Influence of Community Relationship Management and Marketing Orientation on Customer Loyalty at Bank raya Indonesia

Shinta Rachmawati, Yoga Aditia Pratama
3280-3289



Analysis of the Availability of Iron Supplement Tablets (TTD) and Tetanus-Diphtheria (Td) Vaccines for Maternal Services at the East Seram District Health Office in 2023

Punira Kilwalaga, Numlil Khaira Rusdi, Muhamad Syaripuddin
3290-3298



Analysis of Padlet Media Use on Student Activities and Learning Outcomes in Classes XI-5 and XI-7 at Samarinda 4 Public High School

Miftahul Jannah, Iya' Setyasih, Ratna Ruslan
3299-3305



The Effect of Integrity and Supervision on Work Discipline with Organizational Commitment as Mediator on Generation Z Police Non-Committed Officers at the Bengkulu Regional Police

Hera Guspurwati, Ugung Dwi Ario Wibowo, Mohd Nazri Abdul Rahman, Mahdi Ambari, Endah Silawati
3306-3317



Data-Based Instructional Leadership: A Strategic Model for Improving Multidimensional Numeracy at the Junior High School Level

Nenah Eja Widiawati, Nurdin Nurdin, Taufani Chusnul Kurniatun
3318-3327



Ethical and Emotional Leadership as Predictors of Gen Z Employee Retention: Evidence from Indonesia's Banking Sector

Abigel Chintya Natalie, Elsy Tandelilin, Noviaty Kresna Darmasetiawan
3328-3339

**Collaborative Governance Regimes In The One Data Indonesia Forum of South Kalimantan Province**

Muhamad Yose Rizal, Budi Kristanto

3340-3352

**The Influence of Artificial Intelligence on Organizational Performance: Mediation of Employee Productivity in the Greater Jakarta Area**

Imron Jarjuni, Didin Hikmah Perkasa

3353-3364

**Game Zep Quiz as a Media for Evaluation of Social Studies Learning at SMPN 37 Samarinda to Improve Spatial Intelligence**

Ainur Hidayah, Iya' Setyasih

3365-3371

**The Evaluation Sustainability Strategy in Independent Power Producer PT XYZ**

Rahadi Rahadi, Dwi Hartanti

3372-3382

**Management of Outdoor Education in Developing Naturalistic Intelligence and Early Childhood Character**

Dini Lidinillah, Sri Handayani

3383-3392

**Participative Leadership and Shared Facility Management: An Integrated Model for Conducive Learning Environments**

Rica Agus Budiyanto, Sri Handayani

3393-3401

**Adaptive Educational Management in Building an Anti-Bullying Environment and Improving Student Learning Quality**

Robian Henri, Sri Handayani

3402-3411



PDF

How Safety Leadership Affects Safety Performance Through Safety Climate at The Mining Contractor Company

Supardi Supardi

3412-3418



PDF

The Effect of the Use of Small Group Discussion Type Active Learning Strategy on Students' Critical Thinking Skills in the Subject of Moral Beliefs at MA Darul Ulum Palangka Raya

Latifah Mayasari, Gito Supriadi, Muhammad Redha Anshari

3419-3427



PDF

Accreditation SINTA 2



CALL FOR REVIEWER

ISSN



E-ISSN: 2686-6331



P-ISSN: 2686-6358

DIJEMSS MENU

Peer Reviewers

Peer Review Process

Focus and Scope

Publication Ethics

[Author Guidelines](#)[Plagiarism Policy](#)[Article Processing Charge](#)[Open Access Statement](#)[Copyright & License](#)[Archive Policy](#)[Statistics](#)[Histori Jurnal](#)[Indexing](#)

Download Template



Download Template
ENGLISH VERSION

JOURNAL VISITOR

[Project Not Found](#)

TOOLS



EDITORIAL OFFICE

Yayasan Dinasti (Dinasti Publisher), Arcade Business Center 6th Floor Unit 6-03 Jl. Pantai Indah Utara 2 Kav. C1, PIK, Kec. Penjaringan, Daerah Khusus Ibukota Jakarta 14460

PUBLISHER

Dinasti International Journal of Education Management and Social Science (DIJEMSS) is managed and published by **Dinasti Publisher** under the auspices of the **Yayasan Dharma Indonesia Tercinta (DINASTI)** and in collaboration with several institutions, the Faculty of Education, the National University of Malaysia, Faculty of Economics, Krisnadwipayana University, Faculty of Economics and Business, Winaya Mukti University, Bandung, Faculty of Economics, Muhammadiyah University Cirebon,

Corruption Supervisory Commission (KPK Tipikor), Ekasakti University, Padang
 Indonesian Academy of Accountancy, Piksi Ganesha Polytechnic, Bandung, Bogor
 Academy of Technology, Bogor Telecommunication Academy, Indonesian National
 Tourism Academy, Bandung, Indonesian Polytechnic Piksi Ganesha, Kebumen, STIES
 Indonesia Purwakarta, STMIK Farewell, Kerawang and STIE Mahaputra Riau.

CONTACT INFO

+62 811 7404 455 (Whatsapp)

<https://dinastipub.org/>

<https://dinastipub.org/DIJEMSS>

Email:

dinasti.info@gmail.com

DIJEMSS INDEX



Creation is distributed below Lisensi Creative Commons Atribusi 4.0 Internasional.



DOI: <https://doi.org/10.38035/dijemss.v7i3>
<https://creativecommons.org/licenses/by/4.0/>

Auditor's Considerations in Providing an Opinion and Paragraph on Material Uncertainty on Going Concern Based on SA 570: Case Study of PT ABC

Paula Agatha Atmajie¹, Ferry Adang²

¹Universitas Tarumanagara, Jakarta Barat, Indonesia, Paula.atmajie@gmail.com

²Universitas Tarumanagara, Jakarta Barat, Indonesia, ferrya@fe.untar.ac.id

Corresponding Author: Paula.atmajie@gmail.com¹

Abstract: This study analyzes the auditor's considerations in assessing going-concern uncertainty and determining the inclusion of a material uncertainty paragraph in the Independent Auditor's Report in accordance with SA 570 (Revised 2021). Using a qualitative case study approach, the research examines PT ABC, a technology-based start-up established in late 2024, which has not commenced commercial operations and exhibits early-stage characteristics such as operating losses, negative operating cash flows, and dependence on external funding. Data were obtained from the company's audited financial statements and the auditor's report for 2024. The analysis was conducted through the identification of going-concern indicators, evaluation of management's plans, and assessment of the auditor's professional judgment. The results show that although PT ABC presents several indicators of financial uncertainty, the auditor concluded that these conditions are consistent with the development stage of a start-up company. Management's plans, including funding support from shareholders and initial business strategies, were assessed as adequate and feasible to mitigate short-term uncertainties. Therefore, the auditor determined that the going-concern basis of accounting remained appropriate and issued an unmodified opinion accompanied by a separate paragraph disclosing material uncertainty. This study highlights the application of SA 570 in start-up entities and reinforces the importance of contextual analysis and auditor judgment when evaluating business continuity.

Keywords: Going concern, Start-up , Auditor consideration

INTRODUCTION

Going concern is a fundamental assumption in the preparation of an entity's financial statements. This assumption states that the entity will continue its operations indefinitely and has no intention or need to liquidate or cease most of its business activities. In other words, a going concern reflects the continuity of a business's activities.

An entity is fundamentally established not only to obtain economic benefits but also to maintain its business continuity amidst various uncertain business environments influenced by external factors such as economic conditions, political dynamics, regulatory changes, and

technological developments that can impact the entity's ability to maintain its business continuity.

Rapid technological developments have not only brought changes to conventional business patterns but have also given rise to new forms or types of entities, known as startups. Startups are generally founded with innovative business models based on the digital economy to address evolving market needs. On the other hand, these characteristics make startups more vulnerable to uncertainty, primarily due to their high dependence on external funding and the challenge of continuously innovating in line with market demands and movements. In Indonesia, the development of startups is showing a rapid growth trend. This is indicated by the increasing number of new entities capitalizing on opportunities arising from economic dynamics, particularly the digital economy. According to Indonesian government data, the number of startups reached approximately 2,692 in December 2024 (Jatmiko, 2024). However, data on total funding received indicates a decline, particularly in the technology sector. In the first half of 2024, funding reached only USD 191 million, a 79% decrease compared to the previous period, the second half of 2023 (Tracxn Technologies Limited, 2024).

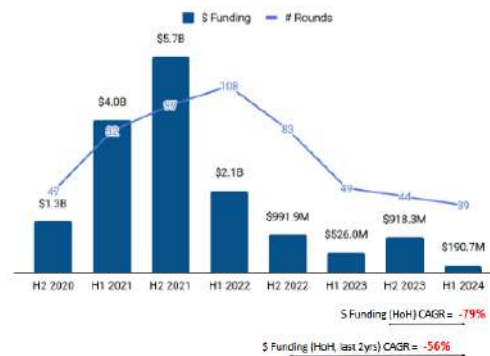


Figure 1. Trends in Technology Startup Funding in Indonesia in the First Half of 2024

Source: Tracxn Technologies Limited. (2024). Indonesian Tech Semi-Annual Funding Report – H1 2024

Based on Figure 1 above, the increasing number of start-up companies, not accompanied by an increase in funding receipts, increases the potential for liquidity risk due to external factors such as economic fluctuations. This supports the assumption that start-up companies face material uncertainty regarding their business continuity because they are vulnerable to the possibility that the entity will not be able to maintain its operations in the future.

Information regarding material uncertainties is part of the auditor's responsibility to users of financial statements. Auditors are responsible for providing an opinion indicating that an entity's financial statements are in accordance with applicable accounting standards and are fairly presented. According to Auditing Standard (SA) 570: Going Concern (Revised 2021), one aspect that auditors need to evaluate in the financial statement audit process is the entity's going concern. Auditors need to assess the entity's ability to continue as a going concern. If the auditor assesses a material uncertainty regarding this matter, the auditor must explain this in the paragraph "Material Uncertainty about Going Concern" in the independent auditor's report. In this paragraph, the auditor explains the conditions that could create material uncertainty for the entity's ability to continue operating, so that users of the financial statements can be aware of this, even if the independent auditor's opinion report states that the financial statements are fairly presented.

The growth of start-up companies, accompanied by the risk of material uncertainty, necessitates a study of the auditor's role in considering the issuance of an opinion and the preparation of the material uncertainty paragraph, as well as determining whether this matter should be disclosed in the financial statements or through an additional paragraph in the independent auditor's report.

This research focuses on a case study of PT ABC, a technology-based start-up company newly established in September 2024. As a new entity, PT ABC meets the criteria for a start-up company facing various challenges, such as dependence on external funding and an unstable business model. This condition creates the potential for material uncertainty regarding business continuity that requires careful attention and assessment from the auditor, where the auditor must be able to collect sufficient audit evidence, obtain relevant information from management, and apply professional judgment in providing an opinion in accordance with the provisions of SA 570. Based on this description, this study was conducted to better understand the relationship between how auditors consider and apply the provisions of SA 570 in providing opinions and paragraphs on material uncertainty regarding business continuity in start-up companies such as PT ABC.

METHOD

Research Object

The research object is PT ABC, a technology company established at the end of the third quarter of 2024, and analyzed for the period up to December 31, 2024. The company has not yet commenced commercial operations, but has undertaken various preparatory activities such as procuring inventory, purchasing machinery and electronic equipment, and recognizing office use rights assets. The share ownership structure is dominated by a foreign parent company (99.99 percent), with 0.01 percent held by affiliated companies. Cash flow activities during the reporting period include funding through capital injections and related party loans, investments in the form of fixed asset purchases and long-term lease agreements, and operating activities in the form of general and administrative expenses that resulted in comprehensive loss. These conditions form the basis for the initial identification of indicators of doubt about the going concern, which are then analyzed using PSA 570.

Research Method

Data Collection Method

The research uses a qualitative case study method with a content analysis approach. The research data is sourced from secondary data in the form of PT ABC's 2024 audited financial statements, including: Statement of Financial Position, Statement of Profit and Loss and Other Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows, Notes to the Financial Statements, and the Independent Auditor's Report. Auditing Standard (SA) 570 "Business Continuity" issued by the Institut Akuntan Publik Indonesia (IAPI) was used as the theoretical basis for reviewing the auditor's findings.

Data Processing Method

Data processing was carried out in three stages. First, data reduction by sorting information related to indications of doubt about the going concern, such as equity deficits, operating losses, negative operating cash flow, and dependence on external funding. The reduction also included information regarding management plans in the *Catatan atas Laporan Keuangan* (CALK) and the auditor's explanation regarding material uncertainties in the audit report. Second, data presentation in narrative form and summary tables facilitates analysis. Third, conclusions are drawn by identifying patterns and logical relationships to answer the research questions regarding the auditor's considerations.

Data Analysis Method

Data analysis was conducted using descriptive qualitative methods with three main focuses.

1. The going concern analysis was conducted based on the company's financial condition and disclosures, with reference to the material uncertainty indicators in SA 570. Financial indicators include the inability to generate adequate operating cash flow,

recurring operating losses or working capital deficits, dependence on external financing, inability to meet loan covenants, and net assets lower than liabilities (IAPI, 2021); (Mutchler J.F., 1985); (Santosa, 2007); (Setyarno, 2012).

2. The management plan analysis was conducted by assessing the adequacy and feasibility of the plan disclosed in the *Catatan atas Laporan Keuangan* (CALK), including whether the plan was realistic, specific, and feasible to address doubts about the going concern.
3. The auditor's judgment analysis was conducted by examining whether the auditor added a paragraph on material uncertainty in the independent auditor's report and how the opinion was formed based on the company's condition. The analysis also considered operational indicators, such as the loss of key management or important suppliers (Mutchler J.F., 1997). (Kusumawati, 2018); (IAPI, 2021), as well as external and legal indicators, such as significant regulatory changes, major lawsuits, and disasters or pandemics (Hudaib, 2005); (Santoso, 2015); (IAPI, 2021).

This analysis is used to understand the application of SA 570 in the case study of PT ABC and how the auditor considers evidence regarding doubts about the company's going concern and strategic plan before determining the audit opinion.

RESULTS AND DISCUSSION

Overview of PT ABC

PT ABC is a technology company established in Indonesia in September 2024, specializing in the trading of computers, computer equipment, and telecommunications support. As of December 2024, the company had not yet commenced operations and was still in the early stages of development. This reflects the characteristics of a startup, characterized by ongoing infrastructure development, business model formulation, and resource formation.

The status of a start-up company has important implications for the going concern evaluation under SA 570. Early-stage companies generally lack stable operating cash flows, are potentially subject to losses, and are highly dependent on external funding. These factors increase the risk of uncertainty surrounding the company's ability to continue as a going concern. Therefore, PT ABC's profile as a start-up entity is a key element in understanding the auditor's considerations when determining the opinion and adding a material uncertainty paragraph to the audit report.

Financial Condition of PT ABC

Based on PT ABC's financial report for the period from the date of establishment to December 31, 2024, PT ABC has a financial position in accordance with the characteristics of a start-up company with total assets of IDR 65 billion, mostly consisting of current assets worth IDR 57 billion, where 91% of current assets are cash in the bank worth IDR 52 billion. This indicates that PT ABC's initial liquidity is strong enough to fund its operational activities.

On the liabilities side, PT ABC has total liabilities of IDR 13 billion, consisting of short-term liabilities of IDR 9.8 billion and long-term liabilities of IDR 3.2 billion. This structure indicates that the majority of the company's obligations must be met within one year. This situation puts pressure on PT ABC's working capital if internal funding sources are unstable.

PT ABC's equity was recorded at Rp 52 billion (net), with the primary source of equity coming from paid-in capital of Rp 53.7 billion. PT ABC recorded a loss balance of Rp 1.6 billion. This condition aligns with the statement in PT ABC's general description that PT ABC is still in the development phase and aligns with the description of a startup company.

1. Financial Condition Indicators of PT ABC Related to Business Continuity

This study uses three key financial indicators that are generally used as the basis for auditors' considerations in assessing an entity's going concern. These indicators can be seen in the following table:

Financial Indicators	PT ABC Financial Data 2024	Interpretation
Net loss for the year	Rp. 1.6 billion	The loss shows that PT ABC has not generated a stable income stream and has not been able to cover the required operational costs.
Operational cash flow	Negative condition of Rp. 1.5 billion	Negative cash flow from operating activities indicates that PT ABC does not yet have a stable internal cash source to support PT ABC's business activities.
Dependence on external financing	Cash flow from financing activities	The continuity of PT ABC's business still depends on shareholder capital contributions.

Based on these indicators, the analysis results are as follows:

- 1) PT ABC experienced a comprehensive loss of Rp 1.6 billion, which is normal for a startup, especially since it is still in the development and operational preparation phase. However, it should be noted that the potential for this comprehensive loss, if continued, could signal a risk to PT ABC's future business continuity.
- 2) Negative operating cash flow indicates that PT ABC is still relying on initial cash and does not yet have a stable source of operating income. This situation can create potential uncertainty or doubt about PT ABC's ability to finance long-term activities if it lacks additional funding sources.
- 3) A large amount of cash at the beginning of the year (> Rp 52 billion) provides room for PT ABC to survive in the short term. However, PT ABC requires a strong and clear commercial strategy because if the cash continues to be used as the main source of funding and does not have other funding sources, it will potentially pose a significant risk to PT ABC's business continuity.
- 4) Dependence on funding from shareholders and related parties indicates that the continuity of PT ABC's business depends on external funding commitments rather than on the Company's ability to generate profits. If viewed from the condition of PT ABC which is still in the development phase, this is a normal thing, but in considering business continuity, the auditor needs to ensure PT ABC's management regarding PT ABC's strategies and plans as data or a basis for the auditor to be able to make professional considerations in assessing PT ABC's business continuity.

Overall, PT ABC's financial condition demonstrates the general characteristics of a start-up company still in the commercial development phase. After understanding PT ABC's financial situation and overview, the auditor can proceed to the auditor's consideration analysis stage in accordance with SA 570, which will be outlined in chapter 4.3.

Analysis of Auditor Considerations Based on SA 570 “Going Concern”

SA 570 requires auditors to evaluate whether there is a material uncertainty that could raise significant doubt about the entity's ability to continue as a going concern. In the context of PT ABC, auditors need to consider various factors derived from financial data but also need to rationalize or, in other words, find meaning in these figures, which can be done by understanding management plans and studying the characteristics of the company's operations. This interpretation is necessary because a negative financial position does not always mean that the company has material uncertainty about its going concern, and vice versa, so rationalization and professional judgment are required by the auditor in providing an opinion.

1. Evaluation of Material Uncertainty Indicators by the Auditor

Based on PT ABC's 2024 financial report, several indicators of material uncertainty that could cause significant doubt about the entity's ability to maintain its business continuity based on SA 570 are as follows:

- 1) Financial ratio indicators
 - a. Auditor findings:
Net loss of Rp 1.6 billion and negative cash flow from operating activities of Rp 1.5 billion.
 - b. Auditor considerations:
The auditor assesses that PT ABC has not been able to generate cash from operational activities and does not yet have sufficient revenue to fund the company's operations. The operating losses experienced by PT ABC indicate a material uncertainty that could raise significant doubts about PT ABC's ability to continue as a going concern. However, the auditor conducts a review of management plans or strategies and considers PT ABC's situation as a newly established entity still in the development phase. The equity deficit and negative operating cash flow in the reporting period are considered normal conditions in the early stages of a start-up company. Therefore, these conditions are not directly classified as material uncertainties that could raise significant doubts about the going concern of the business, but rather as normal conditions in the process of establishing and preparing a business before commercial activities begin.
- 2) Dependence on external funding
 - a. Auditor findings:
Cash funding comes from capital contributions of IDR 53 billion.
 - b. Auditor considerations:
The auditor considers whether the dependency is ongoing or merely temporary support, which is normal for a start-up company. Considering PT ABC's newly established status, this is reasonable, as it is still in the development phase.
- 3) Company operations
 - a. Auditor findings:
The company does not yet have commercial operations.
 - b. Auditor considerations:
The auditor considers that PT ABC has not yet commenced commercial operations and therefore has no commercial revenue in the reporting period as a material uncertainty that could raise significant doubts about the entity's ability to generate future cash flows. However, the auditor also further considers the condition of PT ABC, which was only established in 2024, and management's plans, which are considered reasonable.

2. Evaluation of the Management Plan

SA 570 requires the auditor to assess whether management's plans address material uncertainties. In the case of PT ABC, management describes its plans and strategies as follows:

- 1) Market growth: Auditors continuously analyze market trends and customer needs related to product lines. The digital industry, which is PT ABC's core business, has promising prospects, but requires management commitment to increase investment to drive growth scale and allocate more resources to market expansion and invest in increasing product visibility and accessibility.
- 2) Cost Optimization: operational cost efficiency by simplifying procurement, inventory management, and logistics processes to reduce waste and speed up turnaround times and budget monitoring by implementing strict budget controls and regular financial reviews to identify and eliminate unnecessary expenses.

- 3) Promotional Activities: partnerships and collaborations with complementary businesses for promotional activities as well as enhancing online communication activities through social media and other platforms to reach a wider audience.

Based on the management plan and strategy, the auditor needs to carry out an assessment regarding the following matters:

SA 570 Criteria	Auditor Assessment Basis	Auditor's Considerations on PT ABC	Conclusion
Specific and measurable	Does the Company's management plan contain clear operational steps?	The company's plans are still general, such as expanding the market and strengthening promotions, but do not yet have a timeline and measurable performance indicators.	Management plans and strategies are not yet fully specific but are still reasonable because PT ABC is a new start-up company founded on September 23, 2024.
Based on realistic assumptions	Are assumptions regarding revenue, costs, market growth, and capital requirements supported by data or projections?	Cash flow projections, estimated capital requirements, and revenue plans have not been formally presented.	Projections have not been formally presented, but industry baseline assumptions and shareholder support provide a realistic basis.
Can be implemented or feasible	Does the company have the resources, funding, and capabilities to execute the plan?	Funding sources from shareholder capital contributions are still available and PT ABC has prepared marketing strategies and business partnerships.	PT ABC's plans and strategies can be implemented as long as funding support continues and operations begin as planned.

Based on the table above, the auditor assesses that PT ABC's management plan has not been prepared in detail, but still meets the basic characteristics required in accordance with SA 570 as a reference because:

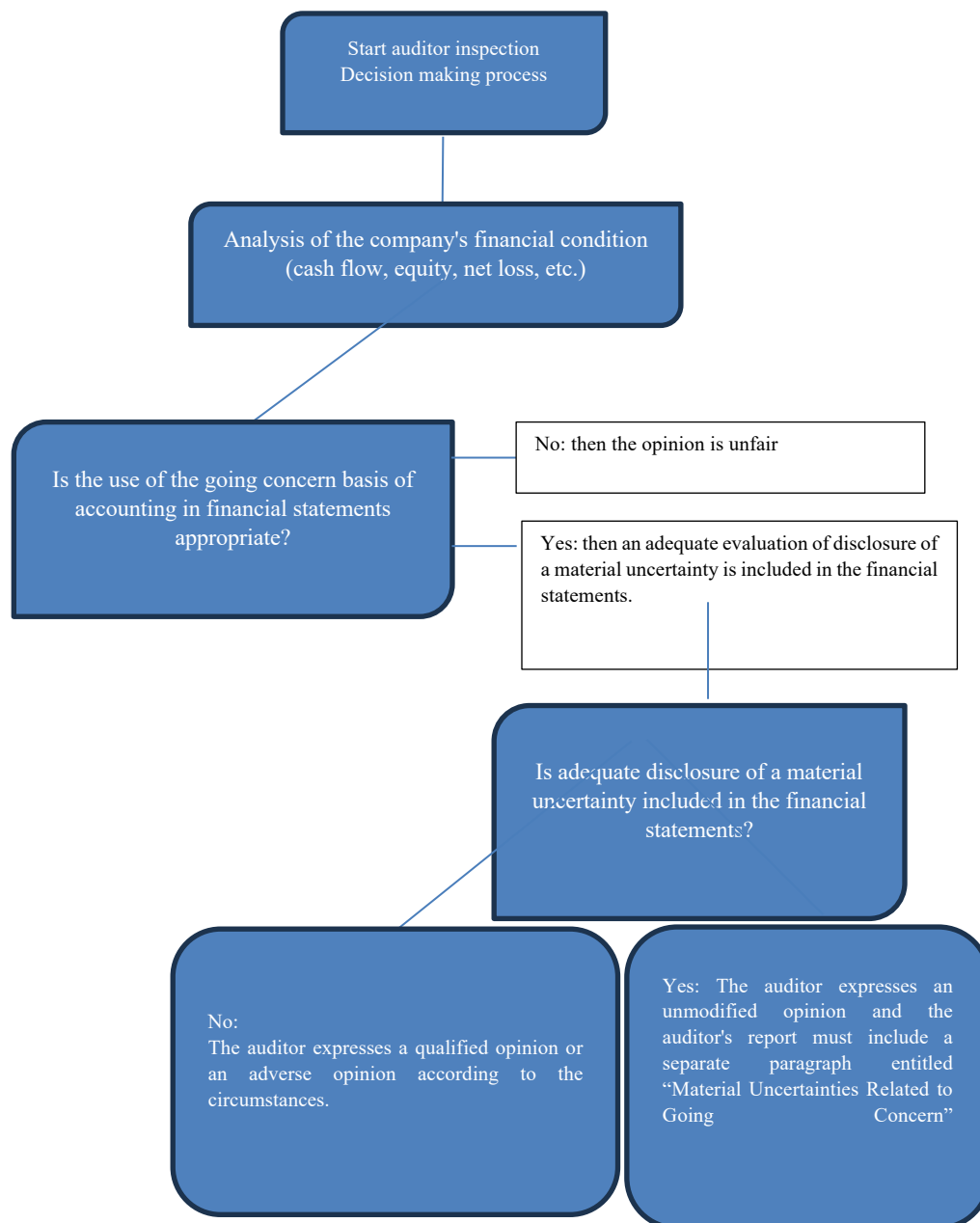
- PT ABC was only established in late 2024 and has not yet started its commercial operations.
- The business model is still under development
- External funding is still available to support the implementation plan of PT ABC management.

Thus, limited quantitative information does not necessarily indicate material uncertainty regarding business continuity, but rather is a common condition in start-up companies such as PT ABC.

3. Implications of the Results of the Business Continuity Evaluation on the Audit Opinion given in the Auditor's Report

The auditor's decision-making process in assessing the going concern of PT ABC is carried out through several stages. The auditor first assesses the company's financial condition based on the financial statements, then identifies any events or conditions that could raise significant doubts about the entity's ability to continue as a going concern. If conditions that have the potential to create material uncertainty are identified, the auditor evaluates management's plan to address the potential risks, whether it has the potential to improve the situation and is feasible to implement under the circumstances. Next, the auditor assesses the

adequacy of disclosures when events or conditions have been identified and a material uncertainty exists.



Based on the decision flow, the auditor's assessment of the appropriateness of the use of the going concern accounting basis in preparing the financial statements by PT ABC's management, which has gone through the analytical and evaluative stages in accordance with SA 570, concludes that despite the presence of risk indicators such as equity deficits and negative operating cash flows, management's plans and strategies are considered adequate to support business continuity. In this regard, the disclosures in the financial statements are considered adequate. Therefore, the auditor expresses an unmodified opinion with a separate paragraph "Material Uncertainties Related to Going Concern."

CONCLUSION

The analysis of PT ABC shows that the auditor assessed indications of material uncertainty regarding the going concern by considering net losses, negative operating cash flow,

and dependence on external funding. While these factors generally indicate significant risks, the auditor considered these conditions to be reasonable considering PT ABC's early stage as a start-up company. In determining the disclosure of the material uncertainty paragraph, the auditor considered the adequacy of management's plan, the sustainability of external funding support, the reasonableness of the assumptions used, and the dynamic nature of the technology industry. In the case of PT ABC, the management plan, which was not yet fully specified, was still deemed feasible due to strong shareholder support and a positive industry outlook. Based on this evaluation, the auditor issued an unqualified opinion with a material uncertainty paragraph. This decision reflects that the financial statements have been prepared with appropriate going concern assumptions, the disclosures are considered adequate, and the company has a plan that can be implemented with available funding support, although going concern risks still require attention from users of the financial statements.

REFERENCE

- Arens, A. A. (2014). *Auditing and assurance services: An integrated approach (15th ed.)*. Upper Saddle River.
- Boynton, W. C. (2016). *Modern auditing: Assurance services and the integrity of financial reporting (9th ed.)*. Wiley.
- Carson, E. F. (2013). Audit reporting for going-concern uncertainty: A research synthesis. *Auditing: A Journal of Practice & Theory*, 32(Supplement), 353–384.
- Geiger, M. A. (2002). Auditor reporting for bankrupt companies: Audit reporting before and after SAS No. 59. *Auditing: A Journal of Practice & Theory*, 21(1), 63–78.
- Hamzeh Al Amosh, S. F. (2022). Theories of corporate disclosure: A literature review. *Corporate Governance and Sustainability Review*, 6(1), 46–59. doi:<https://doi.org/10.22495/cgsrv6i1p5>
- Hudaib, M. &. (2005). The impact of managing director changes and financial distress on audit qualification and auditor switching. *Journal of Business Finance & Accounting*, 32(9–10), 1703–1739.
- Hudaib, M. &. (2005). The impact of managing director changes and financial distress on audit qualification and auditor switching. *Journal of Business Finance & Accounting*, 32(9–10), 1703–1739.
- IAPI. (2011). Standar profesional akuntan publik (SPAP). Jakarta: Salemba Empat.
- IAPI. (2021). Standar Audit (SA) 570: Kelangsungan Usaha (Revisi 2021). JAKARTA.
- Ikatan Akuntan Indonesia. (2021). Standar Audit (SA) 570: Kelangsungan Usaha (Revisi 2021). *Standar Audit (SA) 570: Kelangsungan Usaha (Revisi 2021)*. Jakarta.
- Institute of Chartered Accountants in England and Wales ICAEW –. (2005, December). Agency theory and the role of audit. England & Wales. Retrieved from www.icaew.co.uk/auditquality
- Jatmiko, L. D. (2024, December 26). *Teknologi Bisnis*. Retrieved from https://teknologi.bisnis.com/read/20241226/266/1826984/ri-tertinggal-dari-australia-hingga-india-soal-jumlah-startup-desember-2024#goog_rewarded
- Kusumawati, I. (2018). Pertimbangan auditor atas paragraf ketidakpastian material (SA 570). *Jurnal Akuntansi dan Keuangan Indonesia*, 15(2), 145–159.
- McColgan, P. (2001). Agency theory and corporate governance: a review of the literature from a UK perspective.
- Messier, W. F. (2017). *Auditing and assurance services: A systematic approach (10th ed.)*. McGraw-Hill Education.
- Mulyadi. (2018). *Auditing 6th*. Jakarta: Salemba.
- Mutchler, J. F. (1985). A multivariate analysis of auditor's going-concern opinion decisions. *Journal of Accounting Research*, 668–682.
- Mutchler, J. F. (1997). The influence of contrary information and mitigating factors on audit opinion decisions on bankrupt companies. *Journal of Accounting Research*, 35(2), 295–310.