

# FOREWORD



As the Honourable Chair of International Conference of Organization Innovation (ICOI) 2015, firstly I would like to congratulate the organizing committee from Department of Management, Faculty of Economics and Business, Universitas Airlangga for their enormous effort towards the detailed arrangement for hosting this annual conference.

The purpose of ICOI-2015 is to enhance good relationship between academic scholars and business practitioner in Organisation. An important goal of the conference is to encourage learning from each other by exchanging ideas, views, and building networks.

Furthermore, I would like to express my gratitude to the authors who submitted their papers to the ICOI-2015 conference as well as reviewers for their contribution and effort to an excellent conference proceeding.

Finally, let me welcome all of you to the ICOI-2015. I hope you will enjoy the conference and have a wonderful time during your stay in Jogjakarta Indonesia.

Regards,

**Prof. Dr. Muslich Anshori**  
2015 ICOI Honourable Chair,  
*Dean*  
*Faculty of Economics and Business*  
*Universitas Airlangga*  
*Indonesia*

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## Welcome to the 9<sup>th</sup> International Conference of Organizational Innovation (2015 ICOI, Jogjakarta, Indonesia)



On behalf of the Organizational Committee, Honourable Chairs, Conference Chairs, and Conference Co-Chairs, it is a great pleasure to welcome you to this 9<sup>th</sup> ICOI Annual Conference 2015 in Indonesia. Our previous 8 conferences in China, Thailand, Malaysia and Indonesia were a resounding success, and on this positive note, we continue the primary activity of our esteemed association, The International Association of Organizational Innovation (IAOI). This year, Institutional Sponsor, Airlangga University, Surabaya, Indonesia has facilitated an excellent venue and associated social activities to complement the academic exchanges over the next few days. The organising committee, on behalf on Conference Chair, Dr Charles Shieh, is truly appreciative of your willingness to both attend and participate in this conference. We extend a special word of appreciation to Dr Sri Gunawan and Mr T. Aria Auliandri for their efforts in hosting the conference.

We are greatly encouraged by the attendance of established leaders in the worldwide network of organizational innovation researchers along with many outstanding leaders from the region. We are particularly indebted to our VIPs and organisers of the conference. Please note the contribution of our sponsors as listed in the program, without whom we could not provide such a professional conference. We welcome our internationally reputable Keynote Presenters, and appreciate their dedication to the 2015 ICOI.

We are also fortunate to remind all delegates of our esteemed journal publication, The International Journal of Organizational Innovation (IJOI), under the editorship of Dr Frederick. L. Dembowski. This year, selected best paper nominations from the conference will be published in the journal. Furthermore, esteemed papers from the conference will have the opportunity to be published in leading special edition international journals. This year, we had 202 refereed paper applications, with 142 acceptances. All papers went through a double-blind review process. We thank all applicants, and congratulations to all who had papers accepted for the conference proceedings. We thank our dedicated reviewers for their concerted scholarly efforts in reviewing the papers.

We do hope you have an enjoyable and enriching experience throughout the conference, and take advantage of the collaborative, friendly and community of advanced scholarship from our international conference. Last but certainly not least, please unwind, relax and take some time out during the networking functions organised by our hosts.

Kind Regards

**Dr Alex Maritz**

Vice President: The International Association of Organizational Innovation

Associate Professor of Entrepreneurship and Innovation, Swinburne Business School, Swinburne University of Technology, Australia

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Welcome to the 2015 ICOI the International Conference on Organizational Innovation. The aim of the 2015 ICOI Conference is to serve as a forum for scholars of the business, education and information disciplines.

This conference, being one of the largest academic meetings ever held in this city, will be a grand gala of growing trend of international meeting. We hope this conference will provide all the global family of industry and engineering professionals in the area of Industrial globalization and Technology Innovation with a meeting to share and exchange research interests and applications.

The 2015 ICOI Conference has been established on a global basis. We have received 202 submissions from Australia, China, India, Indonesia, Ireland, Italy, Lithuania, Saudi Arabia, South Africa, Taiwan and Thailand, and United States

Each paper submission was peer-reviewed by at least two anonymous reviewers and a total of 142 papers are accepted for presentation in the conference. We would like to express our sincere appreciation to all the reviewers and chairs and members of various committees of the 2015 ICOI Conference for their precious time and expertise.

We hope you enjoy this conference and this city. We are delighted to announced at the 2015 ICOI conference would be held.

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Dr. Fernando Cardoso de Sousa holds a Ph.D. and is a professor in Organizational Behaviour; and director of the BsC. in Real Estate Mediation and the M.A. in Human Resource Management, at the INUAF, Loule, Portugal. Founder and director of the Marketing Research Office (GAIM) and the president of the Portuguese association of Management of Innovation and Creativity in Organisations ([www.apgico.pt](http://www.apgico.pt)).

Dr. Fernando Cardoso de Sousa is a speaker in universities and a Business consultant. He is the director of the Academic Cabinet of Research and Marketing ([www.gaim.pt](http://www.gaim.pt)). As an author, he has published “A Criatividade como Disciplina Científica” (Creativity as a scientific subject) in Spain, and several articles about business creativity in the magazine of Asocrea, entitled “Creatividad y Sociedad” (Creativity and Society) Guest speaker in universities and companies in Portugal, Brazil, Spain, South Africa, UK and EUA. Author of books and articles on subjects like creativity, innovation, leadership, human resources, psychology and military sociology.

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It is my great pleasure to welcome you all in the 2015 International Conference in Organizational Innovation (ICOI) in Jogjakarta - Indonesia.

The significant size of the presented papers of the conference reflects the fact that the organizational innovation issues still and remain important factors to maintain and sustain organizational competitive advantage. Although recent perspectives indicate that imitation beats innovation, but without creative thinking and newness, i.e., innovation, sustainable competitive advantage is only a dream. We are grateful for this opportunity to organize this conference that disseminating fresh ideas related to this important issue.

I would like to deliver my sincere thanks to the working team from Department of Management, Faculty of Economics and Business, Universitas Airlangga for their enormous contribution towards the detailed arrangement of this conference.

I also want to thank the kind support of Sponsor Institutes: International Association of Organization (IAOI) USA, Chang Jung Christian University of Taiwan, National Kaoshiung First University of Science and Technology of Taiwan; and Co-Sponsor Institutes: De la Salle University of Manila Philippines, Suan Sunandha Rajabhat University of Bangkok Thailand, Huaqiao University of China, Southeastern Louisiana University of USA, Swinburne University of Technology of Australia, University Kebangsaan Malaysia, and Tunghai University of Taiwan.

My sincere thanks also goes to Dr. Chich-Jen Shieh for his continuous and great support for this conference.

On behalf of all my colleagues, I would like to offer my best wishes for a successful, stimulating and memorable conference.

And may I say "*Selamat Datang*" – *Welcome to Jogjakarta!*

Sincerely,  
Sri Gunawan, DBA  
2015 ICOI Conference Chair,  
Head  
Department of Management  
Faculty of Economics and Business  
Universitas Airlangga

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On behalf of the Organizational Committee, I welcome you to the 2015 ICOI- the International Conference on organizational Innovation in beautiful city, Manila. The conference will take place during Aug, 4 to 6; it has always attracted researchers, educators and practitioners of industrial engineering and related disciplines in the world. Participants have found in these meetings an excellent opportunity to share their experiences with colleagues from distance places and often continued to cooperate with them on their subjects of interest.

The 2015 ICOI Conference has been established on a global basis. Exception Taiwan, we have received 202 submissions from 12 countries, each submission was peer-reviewed by at least two anonymous reviewers and a total of 142 papers are accepted for presentation in the conference. Researchers of all five continents of the world, Asia, Europe, America, Australia and Taiwan attend the meeting. Accepted papers are scheduled for presentation in 30 parallel sessions. We would like to express our sincere appreciation to all the reviewers and chairs and members of various committees of the 2015ICOI Conference for their precious time and expertise. The welcoming dinner provides the opportunity to honor the best papers and to recognize the contributions of many of the people who made this meeting possible. A conference of this size requires the integrated effort of hundreds of volunteers. We would like to take this opportunity to specifically thank Dr. Shieh, Chich-Jen, Dr. Chou, Jyh-Rong, and Mr. T. Aria Auliandri who did an outstanding job in organizing these conferences.

Lastly, I would like to express our sincere gratitude to everyone involved in making the joint conference a success. Many thanks go to the organizing committee, 3 keynote speaker and special session organizers, and the organizational committees and reviewers, the conference participants, and of course, to all the contributing authors who will be sharing the results of their research. It is our great pleasure to have you with us at the joint conference, where I hope new ties will be made and existing ones renewed and strengthened. Please accept our best wishes for a wonderful and stimulating stay in Yogyakarta, Indonesia.

Prof. Jenn-Yang Lin  
Department of Creative Product Design and Management  
Far East University, Taiwan 2015 ICOI, Conference Chair

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About 7 years ago, when I first attended this former conference named as 2009 International Conference Industrial Globalization and Technology Innovation (2009 ICIGTI) in Xian City of China, I thought I was going to take on the world's broadest and toughest innovation challenges, and it turns out to be worthy of the reputation. From 2010, the conference renamed as the International Conference of Organizational Innovation (ICOI). The purpose of this change is to let conference topic pluralism and to strengthen the exchange of various countries scholar. As a result, in the following years, I never give up the chance to take part in this event, and every time I leave refreshed and inspired. Congratulations on organizing and facilitating such a cutting-edge event every year.

Today, thank all of the people who worked very hard to organize this conference. ICOI is truly provides an excellent summary of the state-of-the-art in modern technology and business management both in terms of the theoretical knowledge of the field and in its practical application to real-world projects.

This year we now have the opportunity to attend and meet again at the 2015 ICOI, Indonesia, which will be held in Manila, Philippines on August 4- 6, 2015, hosted by University of Airlangga in partnership with ICOI. It is a joint conference organized both by the International Association of Organizational Innovation (IAOI), USA, and the University of Airlangga and will bring hundreds of scholars and experts from different countries to get together. This conference offers a great podium for business people, college faculty, graduate students, engineers and practitioners from a variety of background to present and discuss the latest research results, ideas, developments, and applications. This conference will be a key meeting place for all of those involved in the agenda. We look forward to welcoming you.

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