FOREWORD

As the Honorable Chair of International Conference in Organizational Innovation 2012, I am delighted to host the conference in Faculty of Economics and Business, Universitas Airlangga, Surabaya Indonesia, July 10-11, 2012.

The aim of ICOI 2012 is to serve as a primary channel of knowledge sharing and the promotion of innovation internationally. An important goal of the conference is to encourage learning from each other by exchanging ideas and views, and building networks.

A successful conference cannot be organized without the effort of many persons. I would like to thank both working teams from Faculty of Economics and Business Universitas Airlangga and from IAOI organization for their enormous contribution towards the detailed arrangement of this conference.

Furthermore, I would like to express my gratitude to the authors who submitted their papers to the ICOI 2012 annual conference as well as reviewers for their contribution and effort to an excellent conference proceeding.

Finally, let me welcome all of you to the International Conference in Organisation conference 2012. I hope you will enjoy the conference and have a wonderful time during your stay in Indonesia.

Regards,

Prof. Dr. Muslich Anshori
2012 ICOI Honorable Chair,
Dean, Faculty of Economics and Business
Universitas Airlangga, Indonesia
FOREWORD

Dr. Lane is a Professor and the Coordinator of the Doctoral Program in Educational Leadership at Southeastern Louisiana University in Hammond, Louisiana. Dr. Lane previously served as the Director of the National Center for Excellence in Distance Learning at California State University, San Bernardino.

Dr. Lane has an extensive background in Educational Administration and Leadership including experience as a school administrator in the public schools and as a department chair and an assistant dean on the university level. Additionally, he has chaired initiatives in developing copyright and intellectual property policies as well as successful accreditation procedures. Dr. Lane holds a Doctorate in Educational Administration from Texas A&M University - Commerce.

Dr. Lane has led delegations for People to People to South Africa and China to observe the quality of education including legal issues in education and the application of technology. He has over 130 publications in professional journals and books and over 110 presentations at local, state, national and international conferences. His current work centers on (1) intellectual property and copyrights issues and (2) assessing the needs of organizations and the skill level of the employees within those organizations to determine how to use the internet and computer applications to enable both the organization and the employees to be more effective.

Dr. Kenneth E. Lane
Coordinator of Doctoral Program
Department of Educational Leadership & Technology
Southeastern Louisiana University,
USA
FOREWORD

It is my great pleasure to welcome you to 2012 ICOI the International Conference on Organizational Innovation and to the beautiful city of life – Surabaya, Indonesia. The conference will take place during July, 10 to 12; it has always attracted researchers, educators and practitioners of industrial engineering and related disciplines from all over 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 2012 ICOI Conference has been established on a global basis. We have received 216 submissions and it’s including Antigua, Australia, Brasil, Canada, China, Czech Republic, Indonesia, India, Iran, Korea, Malaysia, Netherlands, Northern Ireland, Philippines, Taiwan, Thailand, Russia, Slovenia, South Africa and UAE. Each submission was peer-reviewed by at least two anonymous reviewers and a total of 153 papers are accepted for presentation in the conference.

I wish to acknowledge the following individuals who have contributed a great deal to our conference. Special thanks to the keynote Speakers – Dr. Eloiza Aparecida Silva Avila de MATOS, Brasil, Dr. Davorin Kralj, Maribor and Dr Alex Maritz, Australian for their valuable time. Thanks to the conference Committee members, Dr. Shieh, Chich-Jen, Dr. Chou, Jyh-Rong, Dr. Yeh, Shang-Pao, Dr. Sri Gunawan, Tuwanku Aria Auliandi and Session Chairs; without their substantial promotion of and contribution to this conference, it would not be such a success.

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, 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 Surabaya, Indonesia.

Prof. Dr. Mohd Fauzi Mohd Jani
Director, Center of Entrepreneurship and SMEs Development (UKM-CESMED)
2012ICOI conference chair
FOREWORD

On behalf of the Organizational Committee, I welcome you to the 2012 ICOI- the International Conference on organizational Innovation in beautiful city, Surabaya. The conference will take place during July, 10 to 12; 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 2011 ICOI Conference has been established on a global basis. Except Taiwan, we have received 220 submissions from 22 countries, each submission was peer-reviewed by at least two anonymous reviewers and a total of 155 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 38 parallel sessions. We would like to express our sincere appreciation to all the reviewers and chairs and members of various committees of the 2012ICOI Conference for their precious time and expertise.

The Grand opening ceremony 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, Dr. Yeh, Shang-Pao who did an outstanding job in organizing these conferences. Furthermore, all participants are invited to attend the series of social functions that will be held in the Phuket Thailand.

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 Surabaya, Indonesia.

Prof. Jenn-Yang Lin
Dean of College of Arts
Nanhua University, Taiwan
2012 ICOI, Conference Chair
FOREWORD

Welcome to 2012ICOI the International Conference on Organizational Innovation on July 10–12, 2012, Surabaya, Indonesia. I would like to offer a very warm welcome to all the participants at 2012ICOI and wish you have a most enjoyable stay in the beautiful resort area. "Surabaya” is the second most populous city in Indonesia. The city is highly urbanized due to many industrial companies in the city area. As the main educational center it is, Surabaya has been the home for many students from different places of Indonesia and established their own community.

This 2012ICOI conference, being one of the largest academic meetings ever held in this city, will be a grand gala of growing trend of international meeting. Hopefully, all the global family of industry and engineering professionals in the area of Organizational Innovation will share and exchange their research interests and applications during this conference meeting.

Our call for papers was a great success. We received more than 216 submissions in high quality and are pleased to see great interest in this conference. Prestigious scholars will gather together from 20 countries all over the world including Antigua, Australia, Brazil, Canada, China, Czech Republic, Indonesia, India, Iran, Korea, Malaysia, Netherlands, Northern Ireland, Philippines, Taiwan, Thailand, Russia, Slovenia, South Africa, and UAE, et. al. About 153 papers will be presented and discussed in 38 sections in the conference.

The invited Keynotes speakers are: 1. Dr. Eloiza Aparecida Silva Avila de MATOS from Brazil, will present the conference theme of “67 focuses on different techniques of creativity”; 2. Dr. Davorin Kralj from Slovenia, will present the conference theme of “Green Management and Leadership for "Greenovate" Organizational Development”; 3. Dr. Alex Maritz from Australia, will present the conference theme of “Global Entrepreneurship and the East Asian Tiger Economy”.

Finally, I hope you enjoy this 2012ICOI conference and this city, Surabaya, a wonderful and charming place that you’ll never forget.

Dr. Chwen-Ming Chang
College of Management, Chang Jung Christian University, Taiwan R.O.C.
2012ICOI conference chair
FOREWORD

Welcome to the 6th International Conference of Organizational Innovation (2012 ICOI, Surabaya, Indonesia)

It is a great pleasure to welcome you to this 6th ICOI Annual Conference 2011 in Surabaya, Indonesia. Our previous 5 conferences in China, Thailand and Malaysia 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 has facilitated an excellent venue and associated social activities to complement the academic exchanges over the next few days. The organising committee, on behalf of Conference Chair, Dr Charles Shieh, is truly appreciative of your willingness to both attend and participate in this 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, Drs Dembowski, Jenn_Yang Lin, Hsiao, Klein, Ushakov, and Basri. Please note the contribution of our sponsors as listed in the program, without whom we could not provide such a professional conference.

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.

We do hope you have an enjoyable and enriching experience throughout the conference.

Dr Alex Maritz
Associate Professor of Entrepreneurship
(AGSE, Swinburne University of Technology, Australia)
Visiting Professor (Chang Jung Christian University, Taiwan)
(2012 AGSE IERE)
FOREWORD

It is my great pleasure to welcome you all in the 2012 International Conference in Organizational Innovation in Surabaya.

We have designed a program that I am sure you will find intellectually stimulating, and professionally rewarding, centered on the theme “Sustaining Competitive Advantage through Organizational Innovation”. The program comprised of 153 accepted academic papers from 20 countries.

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 the working team from 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 and Chang Jung Christian University of Taiwan; and Co-Sponsor Institutes: University Kebangsaan Malaysia, Far East University of Taiwan, Nan Hua University of Taiwan, Southeastern Louisiana University of USA, and Swinburne University of Technology of Australia. My sincere thanks also goes 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 Surabaya!

Sincerely,

Dr. Sri Gunawan
2012 ICOI Conference Chair,
Head, Department of Management,
Faculty of Economics and Business, Universitas Airlangga
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).

He is a speaker in universities and a Business consultant. He is the director of the Academic Cabinet of Research and Marketing (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.

Dr. Fernando Cardoso de Sousa
Portuguese Creativity and Innovation Association
FOREWORD

About 4 years ago, when I first attended this conference entitled 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 rename as the International Conference of Organizational Innovation (ICOI). The purpose of this rename is to let conference topic pluralism and 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.

It is the goal of the IAOI to have the ICOI become a world-class conference. Indeed, launched in 2007, in IAOI continuing efforts to serve every prospective participant needs, the conference presents every possibility on new technologies related in any aspects of industry and business, and based on the promotion of the best research and practice outcomes through presentations, ideas and views exchanging, networks building, and innovation sharing internationally. 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.

2012 marked the sixth year of the annual ICOI. This year we now have the opportunity to attend or participate again at the 2012 ICOI, Indonesia, which will be taken place in Surabaya, Indonesia on July 10-12, 2012. Hosted by Airlangga University in partnership with ICOI, this joint conference is organized both by the Department of Management, Faculty of Economics and Business, Universitas Airlangga, Indonesia and the International Association of Organizational Innovation (IAOI), USA, and will bring together around hundreds of scholars and experts from all over the world. This conference will be a key meeting place for all of those involved in the agenda. We look forward to welcoming you.

Dr. Chih Yuan Huang
Professor of Kao Yuan University, Taiwan
Email: t10067@cc.kyu.edu.tw