

Quality of Work Life Program as A Humanistic Perspective on HRM

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Abstract—Quality of Work Life as a contemporary perspective on HRM is related to meaningful, satisfying, and effective work environment that meets with the organizational and personal needs. Moreover, having quality of work life will lead to better well being of the workers and society. This 3 years long study was conducted at a steel company in East Java, Indonesia. The first year aimed to get base line data problems that arise in the organization using the concept of Quality of Work Life of the European Foundation for the Improvement of Living and Working Conditions (EWON, 2002), which has 5 dimension, i.e health and wellbeing, work and non-work life balance, job security, job satisfaction, and competency development. Focus group discussion and SWOT analysis was conducted based on these data to get an overview of the problems.

Several programs and systems were set up as an intervention of the existing problems in order to improve the Quality of Work Life, such as organizational development and change management, training of professionalism, stress management, leadership training, while the system set up were Employee Assistance Program, work load analysis, remuneration system, talent management, and career path.

With this action research design, these programs were expected to give benefit both to the management and the workers. It is expected that all of the efforts will have an impact on improving the quality of industrial relations, increasing employee productivity and performance, as well as improving the quality of life for all members of the organization.

Key words : Quality of Work Life program, humanistic perspectives, EWON, action research

• Introduction

The issue of improving the quality of working life is becoming increasingly important to establish a more conducive working environment for the members of the organization concerned. Zohurul Islam and Sununta Siengthai (2009) find that quality of work life has an effect on organizational performance. Studies from Kim, Pen and Joanne (2013); Venkatesh J, and Aarthy C (2013) conclude that the quality of working life built into an organization can make employees happier and form healthier cooperative relationships. Such working life conditions will contribute to improving work motivation. Kanten and Omer Sadullah (2012) found that quality of work life related to employee engagement.

Quality of work life is a feeling of satisfaction that employees have for their work, colleagues, and

organizations, which will lead to the growth and profitability of the organization (Heskett, Sasser, & Schlesinger, 1997). A pleasant and conducive working environment will support and enhance job satisfaction, with rewards, a sense of security at work and a good opportunity to develop (Lau et al., 2001). Quality of work life is formed when the work environment is effective because of the fulfillment of the needs of the organization and personal needs. According to J. Richard and J. Lay (in Venkatesh & Aarthy, 2013) quality of work life (QWL) is the level of organization that is able to satisfy the needs of members of the organization through experience in the organization. Suttle (1997) also emphasizes that QWL is the extent to which such work can be carried out to meet essential personal basic needs through their experience in the organization (Rethinam & Ismail, 2008). QWL's goal is to enhance organizational effectiveness in opportunities for creativity, satisfaction and work and an effective working environment (Varghese & Jayan, 2013)

As a construct QWL cares for the well-being of employees, leads to job satisfaction as its outcome, and includes workplace effects on job satisfaction, satisfaction in the out-of-life area of life, and satisfaction with overall life, personal happiness and subjective well-being (Otto and Bourget, 2006, referring to Sirgy, Efraty, Siegel et al., 2001). Quality of Work Life is one effective tool to manage the interests of management and employee, to achieve the goals set by the organization, while protecting the rights and dignity of its employees.

The QWL Program aims to provide education, both for workers and for corporate leaders, to create harmonious relationships of all members of the organization. With the implementation of this program, then not only the management will be helped, but the employee will be benefited. With the fulfillment of employee needs, it is expected job satisfaction and employee productivity will also increase, which will ultimately impact on organizational productivity. In other words, this program will bridge the interests of both parties, namely the management and the employees. With the implementation of the program of QWL, the humanism will increasingly influence the organizational climate.

Employees with high QWL generally have a fairly comfortable life, assuming their work is an exciting job and achieving a level of personal satisfaction from the work done. In other words employees who are generally satisfied with their work are said to have a high QWL, and people who are not satisfied with their work are said to have a low

QWL (Varghese & Jayan, 2013). Employees with high QWL will have a positive impact on the company. Bharathi, Umaselvi & Kumar, 2011 (in Varghese & Jayan, 2013) says that QWL is one of the efforts to utilize the existing human assets within the organization. Good employee performance will have a positive impact in achieving organizational success.

The selected constructs of QWL that were used in this article are derived from the European Foundation for the Improvement of Living and Working Condition (EWON) (2002) who have used the dimensions widely in their QWL studies. These factors are believed to be appropriate and reliable in the context of Asia generally and Malaysia specifically because some of the factors were used separately by researchers in Japan (Fujigaki, Asakura and Haratani, 1993), Singapore (Lau et al., 2001) and Malaysia (Rethinam, Maimunah, Musa and Bahaman, 2004). The dimensions of QWL selected are health and well-being, job security, job satisfaction, competence development and the balance between work with non-work life.

Health and well-being of QWL refer to physical and psychological aspects of an individual in any working environment. Job security, the central aspect of QWL represents strength of the organizations to provide permanent and stable employment regardless of the changes in work environment. Job satisfaction is defined as an employee's level of positive effect towards job or job situation that enhances quality of work life. Career development opportunity will provide essential training that will help the individual employees to equip with the new skills to spearhead in their career. A major component of QWL, which is important for both the employees and the employers, is the relationship between work and home life. An ILO convention that was adopted in 1981, states that it is necessary for organizations to help employees to balance their work and non-work demands (Lewis, 1997).

• Research methods

Action research is a method designed to improve an implementation process and consists of action, evaluation, and critical reflection (Koshy, Koshy, & Waterman, 2011). Arnold, Cooper and Robertson (2004, referring to Lewin, 1946) used the term to describe the action research study in which researchers and research subjects participating together. Action research is intended in addition to solving the problems facing the subject of research, as well as to increase knowledge about the topic being studied. This research not only diagnose and investigate a specific problem, but it also makes changes in the organization of work, based on research results, and evaluate the impact of these changes. Action research can use a variety of other research methods, but as a qualitative research, in general, the most widely used method are interview and participant observation. Furthermore, compared with other study design, this method is driven by specific problems that arise in the organization and the desire to solve them. Susman (1983) describes five steps in conducting action research, namely: identify the problem, to consider various alternatives related solutions to these problems, carry out

actions solution, an evaluation related to the action solution that has been done, and the last step is to study about the success of the solution (in O'Brien, 1983).

Population in this research is all management staff and employees of head office that exist in X company. The company is one of the private companies engaged in manufacturing, especially in the field of building construction. Along with the high economic growth and rapid development of the construction sector, particularly infrastructure and property development, X company participates through the business of providing Ready Mix Concrete, Masonry Concrete and Machine Break / Base Coarse, as well as other building materials made from Raw cement. It has several branch offices in Gresik, Tuban, Solo, Makassar, Purwokerto, Yogyakarta, Pandaan, and Semarang. Increased development in several regions in Indonesia makes the employees of X company must work relative hard to follow the company's development wheel. The management sees every employee as an asset to his company. The management want to see more about the quality of working life owned by employees.

The research begins with pre-assessment stage in the form of giving Quality Work Life questionnaire to 115 employees to get information about the problems that exist in the organization where the research took place. The next step is to conduct interviews as an assessment stage to some employees of PT X, followed by FGD (Focus Group Discussion) to deepen and expand the information. Conclusions from the mapping of results from Focus Group Discussion using SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats)

• Intervention and Discussion

Based on the data obtained from the assessment and SWOT analysis, some thoughtful programs will be designed to bring about changes in the organization. The programs that have been conducted on research for the first 2 years are as follows:

1. *Design of Change Management Program to Improve Quality of Work Life.*
Given the QWL program is a relatively new long-term program for the organization, it is necessary to have an atmosphere conducive to the changes. According to Schein (1996) one of the management action that can improve QWL is organizational development based on change management, i.e the process of planned change by the organization with specific directions and objectives (Cameron & Green, 2009), the process for achieving the goals of change by planning and introducing systematically, and taking into account possible rejection (Armstrong, 2009). The concept used for organizational change is from Lewin (in Cameron & Green, 2009; Dessler 200), which includes three steps: unfreeze, move, and refreeze. Based on the research, it can be known that the unfreeze stage of the change management process can realize the employees to do more and more employees are aware of the importance of QWL which will make it easier for companies to make

changes and minimize the number of resistance. This unfreeze stage change is done by the whole organizational member. To introduce a relatively new concept for organizational members, it is necessary to build the readiness of all members of the organization, both management and employees. Overall, employees are keen to engage in a process of change and are willing to accept the offer of a new program, particularly those seen as promising to bring them to a better level of wellbeing, which is not limited to material but more integrative, balance of physical, psychological and mental life.

2. *Building professionalism as an organizational culture through time management training and assertive communication as a means to support QWL.*

In relation to organizational culture that is more inclined towards the culture of the people (*guyub*), it is necessary to have a cultural shift that can support the implementation of long-term programs and can be effective to compete in the future, without removing the existing cultural. The pretest, posttest and follow up are given in the training. The intervention applied in this research is to build professionalism through training related to time management and assertive communication as a means to balance work and personal life. Commitment and support from management, especially top management (CEO) will greatly determine the success of the introduction and establishment of a new program.

3. *Job Evaluation as a Step for Developing Financial Aspects of Reward Management System.*

Companies with a good quality of work life will look more attractive to the workers to join or survive in an organization (Kanten & Sadullah, 2012). One of the dimensions of QWL highlighted in this research is job satisfaction because both of these concepts have a strong correlation, which is 0.754 (Othman, & Lieng, 2009). Job satisfaction perceived by employees should be one of the important considerations of the company because the high level of job satisfaction correlates closely with the commitment to the organization, the quality and quantity of work productivity (Ganguly, 2010; Celik, 2011; Chitra & Mahalakshmi, 2012). Based on the results of initial assessment analysis related to job satisfaction and fairness, the factors that cause the low level of employee job satisfaction according to Herzberg's two factor theory or financial reward factor. Based on the results of interviews related to the payroll system, it is informed that during the payroll or reward system does not have a strong base of consideration so that sometimes the issue of unfairness comes out.

It is therefore necessary to improve and develop a reward system, to conduct further analysis and evaluation of the results of job evaluation, and to make a performance appraisal system for each holder of the position that is objective and systematic so that the results of the job evaluation can be applied in the pay structure more equitably and equally, because it has been in accordance with the performance of individual work. The proposed job grading design is

expected to be an input in developing and updating the reward system applicable within the company. The new system should be followed by information of procedure and detail information so that there will be no misunderstanding within the employees.

4. *Employee Assistance Program (EAP) Design to Support the Improvement of Quality of Work Life (QWL).*

From the analysis of stress instrument data, it is obtained that there are areas that need to be considered by the company, namely role insufficiency, role ambiguity, role boundary, and vocational strain. These four aspects are the areas of stressors that occupy the highest place in the effective contribution to form stress. The first three aspects are areas of work-related problems and Vocational Strain is an area of attitudes toward work that contributes to stress in most of the respondent. In addition, there are four personal areas that become weaknesses, which are recreation, self care, social support, and rational / cognitive coping. Supposedly, the four areas were used as personal resources in overcoming the stressors that occurred, but the data showed that they were not good enough. The necessary coping can be curative or preventive. Curative because it is a fix and overcome the problem that is or has happened, while the preventive form of strengthening of personal resources that will be able to be an early intervention or filter against the symptoms of stress that appears. Education on self-empowerment will also help preventive measures for employees to prevent widespread stress and affect performance and other aspects of life. The Employee Assistance Program needs to be established to perform all of these actions. After mapping the issues to determine the direction of the services provided, then the standards and guidelines have been adapted from the EAPA Standard and Professional Guidelines for Employee Assistance Program.

5. *Training and Development of Stress Management Model.*

The results of the assessment identified four sources of stress that need to be considered: vocational strain, role insufficiency, role ambiguity, and role boundary as organizational factors and personal factors including recreation, self care, social support, and rational / cognitive coping aspects. The results of data analysis indicate that the factor of personal resources have been correlated to the emergence of stress derived from organizational factors. Based on the result of the research the stress management model was developed as preventive action which can be done by the management and employees. From the results of the training that has been done, it can be concluded that the participants feel satisfied and get new knowledge about coping stress. The feeling of satisfaction is a key factor for employees to be motivated in working. For the annual program it was suggested that several programs can be held such as Rational / Cognitive Coping (Cognitive Behavior Therapy Training, Gratitude Therapy, Assertive

Training), Self Care (Personal Development Training, Self Management Training, regular exercise and humor therapy), and Social Support (interpersonal support training, character building training, social skills training and self-confidence training)

• **Recommendation**

1. Management can play a larger role in supporting the success of the QWL program, which is basically to promote joint prosperity, both for the employees and the management. In the next phase there is a need to establish a system that can maintain the sustainability of program implementation.
2. The management may also play a role in providing the necessary facilities and infrastructure in the implementation of the program or the establishment of a supportive system (such as performance appraisal, selection system, recruitment, and placement), as well as preparing competent human resources for it.
3. Socialization of programs and equal opportunity for all employees to understand and improve the quantity and quality of activities in a structured, planned, and integrated with organizational needs
4. Management can also carry out orientation activities for new employees to socialize the cultural values of the organization. The purpose of the implementation of orientation is as a medium of information for new employees to understand about the culture and goals of the organization. It can be their guide in behaving in the work environment so as to facilitate in achieving organizational goals.

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Table 1.1. Pre-Assessment Result

Aspek	SR	%	R	%	C	%	T	%	ST	%
Health and well being	13	11,3	25	21,7	29	25,2	15	13	33	28,6
Job Security	4	3,5	1	0,8	32	27,8	47	40,8	31	26,9
Job Satisfaction	19	16,5	25	21,7	29	25,2	18	15,6	24	20,8
Competence Development	1	0,8	3	2,6	2	1,7	16	13,9	93	80,8
Work and Non Work Life Balance	23	20	19	16,5	32	27,8	18	15,6	23	20

Table 1.2. SWOT Analysis Result

Strengths	Weaknesses
1. There is awareness in the employees to be responsible for the whole process of work in the company	1. A person's attitude negatively affects the formation of professionalism in employees and management.
2. <i>Guyub</i> atmosphere and kinship are very strong in the company so that the sense of belonging is arisen	2. There is disharmony in some employees that affect their work style.
3. There is awareness in the employees to improve competencies	3. Some employees are having trouble in having understanding from the family due to the work load
4. Employee awareness of the importance of fair and transparent recruitment.	4. Unmet facilities, both physically and psychologically, hindering the development of the organization.
5. The desire of employees to participate in improving and developing the company by contributing ideas	5. Lack of clear parameters regarding performance appraisal.
6. The awareness of the company to improve the quality of working life of employees.	6. Lack of fairness in terms of bonus distribution, implementation of rules, recruitment, and promotion of employees.
7. Existence of program from company to improve performance appraisal system.	7. Sometimes the results of the training they follow are not applied in real terms.
8. The company has a	8. Some employees are not concern about the quality of work life; they are more focused on the job itself without having job

training & assessment center to improve hard skill and soft skill competency of employees.	9. The existence of employees who are resistant to change, make it difficult to adjust to the system and to the new company policy.
	10. 10. There is difficulty in some employees in managing the emotions when having problems at work or personal life.



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IOI Weihai 2017

2017 International Conference of Organizational Innovation

PROCEEDINGS OF 2017 ICOI THE INTERNATIONAL CONFERENCE ON ORGANIZATIONAL INNOVATION

July, 18 – 20, 2017

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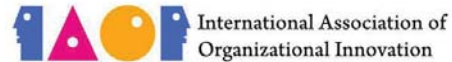
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On behalf of the International Association of Organizational Innovation, I welcome you to the 2017 The International Conference on Organizational Innovation.

It is an honor and a pleasure for me to be in this great city of Weihai and to interact with all of you distinguished scholars and business men & women at this conference! I look forward to exploring the city of Weihai and the Shandong Province of China.

The International Association of Organizational Innovation has had a great year! The main activities of the Association are hosting this conference and publishing *the International Journal of Organizational Innovation*. As a presenter at this Conference, you are automatically included as a member of the Association.

Besides hosting this conference, I also serve as the Editor of the *International Journal of Organizational Innovation*, the journal sponsored by this Association. I encourage all of you to consider submitting the papers that you are presenting at this conference for publication in the journal (You will receive a 33% discount if you submit the paper you present at this conference - see the details in your Conference Materials). Another professional opportunity available to you is to serve as an Assistant Editor for the journal and review paper submissions to the journal. Send an email to me if you are interested in serving as an Assistant Editor of IJOI.

I would like to thank all of the people who worked very hard to organize this Conference. I know the effort that they had to use in getting this conference together. I especially thank Dr. Han Dongping and her Faculty & Staff at the Harbin Institute of Technology, School of Management (Weihai Campus) for hosting this conference. I would also like to thank my colleague, Dr. Chich-Jen Shieh for his hard work organizing this conference.

I look forward to meeting you all and working with you over the next few days.

For those of you who have published in the Journal or serve as an Assistant Editor, please come up and introduce yourself to me.

Please take the opportunity to explore this exciting city and country. Enjoy the conference!

Dr. Frederick Dembowski,

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FOREWORD

Welcome to the 11th International Conference of Organizational Innovation (2017 ICOI, WeiHai, China)



On behalf of the Organizational Committee, Honourable Chairs, Conference Chairs, and Conference Co-Chairs, it is a great pleasure to welcome you to this 11th ICOI Annual Conference 2017 in WeiHai China. Our previous 10 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. A special word of appreciation to our Conference Chair, Professor Charles Hieh, Dr Sri Gunawan and Mr T. Aria Auliandri for their efforts in organizing the conference. Also, our gratitude to Dr Han Dongping and her professional team from Harbin Institute of Technology, hosts of the 2017 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.

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. May I also take this opportunity to invite you to the La Trobe Business School/NORTH Link National Innovation Forum, to be held in Melbourne on 27 and 28 September 2017. Last but certainly not least, please unwind, relax and take some time out during the networking functions organised by our hosts.

Professor Alex Maritz

Vice President: The International Association of Organizational Innovation

Professor of Entrepreneurship

La Trobe Business School

La Trobe University: Melbourne, Australia

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La Trobe
Business
School

La Trobe Business School/NORTH Link
National Innovation Forum
27 and 28 September 2017
latrobe.edu.au/business [FIND OUT MORE >](#)

A small photograph showing three people (two women and one man) sitting around a table, engaged in a discussion or meeting.

FOREWORD



Welcome to the 2017 ICOI the International Conference on Organizational Innovation. The aim of the 2017 ICOI Conference is to serve as a forum for scholars of the business, education and information disciplines.

This ICOI conference, being one of the largest academic meetings ever held in this city Weihai, 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 2017 ICOI Conference has been established on a global basis. We have received 153 submissions from Australia, China, India, Indonesia, Egypt, South Africa, Spain, Taiwan, Thailand. and United States

Each paper submission was peer-reviewed by at least two anonymous reviewers and a total of 83 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 2017 ICOI Conference for their precious time and expertise.

We hope you enjoy this conference and this city Weihai. We are delighted to announced at the 2017 ICOI conference would be held.

Dr. Ridong Hu

Dean and Professor, Institute of Quantitative Economics,
Huaqiao University, China
Address: 362021 Quanzhou City, Fujian Province, China, PRC
Email: j_rdhu@hqu.edu.cn

FOREWORD



Dr. Fernando Cardoso de Sousa holds a Ph.D. and is a professor in Organizational Behaviour; and director of the Bs C. 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).

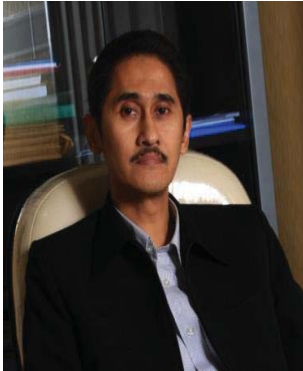
Dr. Fernando Cardoso de Sousa is a speaker in universities and a Business consultant. He is the director of the Academic Cabinet of Research and Marketing (www.gaim.pt). As an author, he has published “A Criatividade como Disciplina Científica” (Creativity as a scientific subject) in Spain, and several 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

Email: cardoso_sousa@hotmail.com

FOREWORD



It is my great pleasure to welcome you all in the 2017 International Conference in Organizational Innovation (ICOI) in Weihai - China.

I would like to deliver my sincere thanks to the working team from Harbin Institute of Technology, 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, Forum Manajemen Indonesia (FMI), Huaqiao University of China,; and Co-Sponsor Institutes: De la Salle University of Manila Philippines, Shanghai University of Medicine and Health Sciences of China, La Trobe Business School Australia, Fujian University of Technology of China, Suan Sunandha Rajabhat University of Bangkok Thailand, University Kebangsaan Malaysia, Nanjing Audit University China, and Tunghai University of Taiwan.

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

Sincerely,

Sri Gunawan, DBA.

Conference Co-Chair – ICOI 2017

President – Forum Manajemen Indonesia (FMI)

Faculty Member – Universitas Airlangga, Department of Management

FOREWORD



On behalf of the Organizational Committee, I welcome you to the 2017ICOI- the International Conference on organizational Innovation in beautiful city, Weihai. The conference will take place during July, 18 to 20; 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 distant places and often continued to cooperate with them on their subjects of interest.

The 2017 ICOI Conference has been established on a global basis. Except in Taiwan, we have received 153 submissions from 10 countries, each submission was peer-reviewed by at least two anonymous reviewers and a total of 83 papers are accepted for presentation in the conference. Researchers from all five continents of the world, Asia, Europe, America, Australia and Taiwan attend the meeting. Accepted papers are scheduled for presentation in 17 parallel sessions. We would like to express our sincere appreciation to all the reviewers and chairs and members of various committees of the 2017ICOI 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.

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 Weihai China.

Prof. Jenn-Yang Lin

Department of Industrial Design
National Cheng Kung University Taiwan
2017 ICOI, Conference Chair

FOREWORD



Dr. Harold G. Kaufman is Professor of Management and Academic Director of the Organizational Behavior, Systems and Analytics graduate program in the Department of Technology Management and Innovation at the New York University Polytechnic School of Engineering. He established this graduate program as a unique and pioneering curriculum integrating the management of people, organizations, technology and analytics. He has kept the program, as well as the annual conferences he initiated in Human Capital Innovation in Technology & Analytics, at the cutting edges of technology in HRIS, talent management, work engagement, human capital engineering and data analytics.

Dr. Kaufman specializes in the study of the utilization, obsolescence and career development of technical professionals. He has reported his research in numerous publications, including three books, the first one receiving recognition as advancing the state of knowledge in the field. Dr. Kaufman's research has been supported by grants from the National Science Foundation and other government agencies as well as from private foundations. He was elected Fellow of the Society of Industrial and Organizational Psychology as well as the American Psychological Association. Dr. Kaufman earned his PhD at New York University in Industrial Psychology.

Dr. Kaufman also holds a Master of Industrial Engineering from New York University and a Bachelor of Mechanical Engineering from the Cooper Union.

Dr. Harold G. Kaufman

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FOREWORD



When I first attended this conference it was called 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 for that 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.

2017 marked the eleven year of the annual ICOI. This year we now have the opportunity to visit China again at the 2017 ICOI, Weihai, which will be held in Weihai, Shandong China on July 18- 20, 2017, hosted by Harbin Institute of Technology (Weihai Campus) in partnership with ICOI. It is a joint conference organized both by the Harbin Institute of Technology (Weihai Campus) 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

Former vice-president of the Fortune University, Taiwan

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FOREWORD



Dr. Engelberg has been Master of a University College in Sydney, Australia; Founding Director of the Program in Community Psychology at the University of New South Wales, Sydney, Australia; taught at Clarke University and Derby University, England; and consulted to the World Bank, UNICEF, IBM, Microsoft and Intel.

He is currently on the faculty of the Schwartz Program in Nonprofit Management, School of Social Work and Social Welfare and the Nonprofit Management and Leadership program at the Rothberg International School, both at the Hebrew University, as well as being a senior faculty member at Ono Academic College, Jerusalem and a Visiting Professor at the Business School, University of Bologna, Italy.

He has his own consulting practice with clients in the private, public and nonprofit sectors.

Dr. Engelberg has published widely and run executive workshops in Latin America, Europe, Great Britain and the USA

Dr. Sydney Engelberg

Email: sydneye@hotmail.com

ACKNOWLEDGEMENTS



The 2017 ICOI- International Conference of Organizational Innovation was held in WeiHai. Weihai is located on the north-eastern seashore of Shandong, and its administrative area includes Chengshantou, the eastern tip of the Shandong Peninsula (or Shantung Peninsula). The city is surrounded by sea on three sides and its harbour is protected by Liugong Island.

WeiHai is a commercial port and major fishing center with some light industries. Due to its close proximity to South Korea, Weihai also has a large Korean business community and receives many Korean tourists. Weihai is also a key production area for peanuts and fruit. 2017 ICOI brings together the best of this city at Weihai to present and have academic discussion.

The 2017 ICOI conference papers were peer reviewed for technical and editorial content by a dedicated committee of referees. Nearly 83 papers were accepted for oral presentation at 2017 ICOI. These papers were presented in a single track of 17 sessions spanning two days, promoting extended interaction between the various Innovational disciplines. In addition to the contributed papers, 2 invited keynote address : 1. Dr. Jen-der Day, National Kaohsiung University of Applied Sciences (KUAS), Taiwan. 2. Dr. Sydney Engelberg, Hebrew University, Jerusalem, 3. Dr. Fred Dembowski, President of International Association of Organizational Innovation, USA are given.

I thank all authors and participants for their contributions. Moreover, I wish all of you to have a wonderful time in WeiHai, China. Please let us know if there is anything we can do to make your stay more enjoyable.

Prof. Dr. Han Dongping

2017 ICOI, Honorable Conference Chair
Dean of School of Economics and Management,
Harbin Institute of Technology, Weihai, China
Email: Handongping@hit.edu.cn

2017 ICOI ORGANIZATION LISTING

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Dr. Fernando Cardoso de Sousa	Founder and director of the Marketing Research Office (GAIM) and the Portuguese Creativity and innovation Association (Apgico)
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Dr. Bal Kishan Dass	Professor in Department of Mathematics, University of Delhi, India
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Dr. Yu-Jia Hu	Lan Yang Institute of Technology, Taiwan

2017 The International Conference on Organizational Innovation Agenda

DATE : July, 18 2017, Tuesday

LOCATION : Harbin Institute of Technology, Weihai, China

TIME	ACTIVITY	PLACE
08 : 30 – 09 : 00	REGISTRATION	
09 : 00 – 09 : 50	<p><u>Conference Host :</u> Prof. Dr. Han Dongping, Dean of School of Management, Harbin Institute of Technology (Weihai), China</p> <p><u>Conference Grand Opening Speech :</u> 1. Prof. Dr. Xu Xiao Fei, Vice President of Harbin Institute of Technology (Harbin Campus), China. President of Harbin Institute of Technology (Weihai Campus), China 2. Prof. Dr. Frederick Dembowski, President of International Association of Organizational Innovation. USA</p> <p><u>Honored VIP Speech :</u> 1. Dr. Alex Maritz: La Trobe Business School, La Trobe University, Australia 2. Dr. Sri Gunawan, Faculty of Economics and Business, Airlangga University, Surabaya Indonesia 3. Dr. Harold G. Kaufman, NYU Tandon School of Engineering, USA 4. Dr. Bal Kishan Dass, Department of Mathematics, University of Delhi, India 5. Dr. Tomáš Tichý, VŠB-TU Ostrava, Czech Republic 6. Dr. Chih Yuan Huang, Former Vice-president of the Fortune University, Taiwan</p>	Multi - Function Hall : University Student Activity Center
09 : 50 – 10 : 20	Tea Time and Academic Exchange	
10 : 20 – 10 : 50	<p>Keynote Presentation (1) Speaker : Dr. Jen-der Day Topic: From Here to There: 10P Creates Innovations.</p>	Multi - Function Hall : University Student Activity Center
10 : 50 – 11 : 30	<p>Keynote Presentation (2) Speaker : Dr. Sydney Engelberg Topic: Why are companies so bad at innovation and how do we achieve success?</p>	Multi - Function Hall : University Student Activity Center
11 : 30 – 12 : 15	<p>Keynote Presentation (3) Speaker : Dr. Frederick L. Dembowski Topic: Business and Education : A Symbiotic Relationship</p>	Multi - Function Hall : University Student Activity Center
12 : 15 – 13 : 30	Lunch	

DATE : July, 18 2017, Tuesday

LOCATION : Room 223

Harbin Institute of Technology, Weihai, China

Time	Topic of Seminar	Country/Region
Session 1.1 13 : 30 14 : 50	Chair : Dr. Frederick Dembowski, President of International Association of Organizational Innovation. USA	
	1.17R-111: A Study of Taiwanese Design Student's Preference and Imagery for Textures of "Tujia brocade"	Wei Chow, Taiwan
	2. 17R-110: A Study of Stationers Attractiveness Factors	Jia-Xuan, Han, Taiwan
	3.17R-103: Study of the Consumer Life Style and the Shape Preference of Ming Style Furniture	Min Jiang, Taiwan
	4.17R-108: Application of form generation in design for the improvement of users' perception of public faucet hygiene	Chiu Ya-Chi, Taiwan
	5.17R-109: Apply out-side mold decoration technique to Cosmetic Package Design	Chih-Huang Yen, Taiwan
14 : 50 15 : 00	Tea Time	
Session 1.2 15 : 10 16 : 30	Chair : Dr. Frederick Dembowski, President of International Association of Organizational Innovation. USA	
	1. 17R-107: Hue difference of roles in the animation films of Disney and Ghibli	Fang-Chen Hsu, Taiwan
	2. 17R-041: Quality of Work Life Program as A Humanistic Perspectives on HRM	Verina H. Secapramana, Indonesia
	3. 17R-062: A Structural Model of Destination Image, Satisfaction, and Intention Loyalty (Case of Tarakan City Visitors)	Marso Indonesia
	4. 17R-054: The Determinants of Equity Mutual Fund Performance: Evidence from Indonesia	Gusni Indonesia
	5.17R-120: A Study on the Information-Merged-Education in Paochung Elementary School, Taiwan	Shu-Mei Wang China
18 : 00	Welcoming Dinner	

DATE : July, 18 2017, Tuesday

LOCATION : Room 225

Harbin Institute of Technology, Weihai, China

Time	Topic of Seminar	Country/Region
Session 2.1 13 : 30 14 : 50	Chair : Dr. Bal Kishan Dass, University of Delhi, India	
	1.17R-048: Analysis of Statistical Quality Control by Control Chart to Reduce the Variability of The Product	Ayi Tejaningrum Indonesia
	2. 17R-071: The Analysis of Influence of Job Stressor upon Performance and Turnover Intention of Broker-Dealer of Equity Securities in Surabaya	Bambang Hadi Santoso Indonesia
	3. 17R-138: Discussion of the Measurement Invariance Across Gender in the Version of the Part of Responsiveness in Servqual Scale	Feng-Ming Liu Taiwan
	4. 17R-152: Empirical Study on Management Equity Incentive and Investment Efficiency Based on Shanghai and Shenzhen A-share listed companies	Guo Cai-Cai China
	5.17R-153:Research on the Impact of Multi-source Intellectual Capital Information Disclosure on Corporate Value in the Big Data Environment—Based on Mediating Effect of Investor 's Confidence	Yuan Bei China
14 : 50 15 : 00	Tea Time	
Session 2.2 15 : 10 16 : 30	Chair : Dr. Rosiwarna Anwar, Universitas Indonesia, Indonesia	
	1.17R-061: The Mediating Effect of Operational Performance on the Relationship of Entrepreneurship Toward Financial Performance. A case of Hand Drawn Batik Industry in East Java, Indonesia	Noorlailie Soewarno Indonesia
	2.17R-067: Types and Characteristics of Politically Connected Firms in Indonesia	Iman Harymawan Indonesia
	3.17R-070: The Effects of Perceived Organizational Support and Social Comparison	Zainiyah Alfirdaus, Indonesia
	4.17R-040: Energy Savings Alternative for Oil and Gas Industry through Analytical Hierarchy Process	Agustinus HD Purwanto Indonesia
5. 17R-074: The effects of of Learning Organization towards Employes' Innovative Behavior Mediated by Work Engagement (A Study in Indonesia)	Rosiwarna Anwar Indonesia	
18 : 00	Welcoming Dinner	

DATE : July, 18 2017, Tuesday

LOCATION : Room 227

Harbin Institute of Technology, Weihai, China

Time	Topic of Seminar	Country/Region
Session 3.1 13 : 30 14 : 50	Chair : Dr. Alex Maritz, La Trobe Business school, Australia	
	1.17R-036: Analysis on the Influence of Compensation and Leadership on Job Satisfaction and its Effect on Job Performance	Ferryal Abadi Indonesia
	2.17R-057: Turnover Intentions Nurses in Private Hospitals	Ari Kuntardina Indonesia
	3.17R-063: The Effect of Compensation and Organization Commitment towards Turnover Intention. Case Study in Ilc (International Language Center) Jakarta	Ryani Dhyan Parashakti Indonesia
	4. 17R-042: How Employee Engagement Mediates the Influence of Individual Factors toward Organizational Commitment	Rina Anindita Indonesia
	5.17R-059: Customer Loyalty Analysis of Online Travel Agency App with Customer Satisfaction as A Mediation Variable.	Phima Ruthia Dwikesumasari Indonesia
14 : 50 15 : 00	Tea Time	
Session 3.2 15 : 10 16 : 30	Chair : Dr. Isfenti Sadalia, Universitas Sumatera Utara, Indonesia	
	1. 17R-069: The Effects of Safety Supports on Employee Safety Voice and Satisfaction with the Company	Nuri Herachwati Indonesia
	2. 17R-050: Self Efficacy and Achievement Motivation on Performance with Perceived Organizational Support Moderation	Marsudi Lestariningsih Indonesia
	3. 17R-068: Does the market react to the Australian Embassy attack in Indonesia?	Wiwiek Dianawati Indonesia
	4.17R-064: Analysis of Capital Buffer in Indonesian Banking	Isfenti Sadalia Indonesia
18 : 00	Welcoming Dinner	

DATE : July, 18 2017, Tuesday

LOCATION : Room 231

Harbin Institute of Technology, Weihai, China

Time	Topic of Seminar	Country/Region
	Chair : Dr. Tomáš Tichý, VŠB-TU Ostrava Czech Republic	
Session 4.1 13 : 30 14 : 50	1.17R-055: An Empirical Analysis of Internal and External Factors of Stock Pricing : Evidence From Indonesia	Hesty Juni Tambuati Subing Indonesia
	2.17R-056: Employee Stock Ownership Plan (ESOP), Productivity and Firm Financial Performance	Fitri Ismiyanti Indonesia
	3.17R-060: Holiday Effect in The Indonesian Stock Market	Harlina Meidiaswati, Indonesia
	4.17R-065: The Difference of Service Quality and Consumer Satisfaction on Traditional and Modern Wedangan (Survey on Warung Wedangan in Solo)	Marjam Desma Rahadhini Lamidi Indonesia
	5.17R-125: Additional Results on The Impact of Distributional Assumptions for Operational Risk Modelling	Tomáš Tichý Czech Republic
14 : 50 15 : 00	Tea Time	
	Chair : Dr. Indrianawati Usman. Universitas Airlangga, Indonesia	
Session 4.2 15 : 00 16 : 30	1. 17R-072: Green Product Buying Intentions among Young Consumer: Extending the Application of Theory of Planned Behavior	Andhy Setyawan Indonesia
	2. 17R-053: Commitment , Motivation, and Performance of Posyandu Cadres	Utik Bidayati Indonesia
	3.17R-043: Halal labeling effect on muslim consumers attitude and behavior	Syaifuddin Fahmi Indonesia
	4.17R-039: The Improvement of the Service Quality of The Syariah Bank in Facing The Global Competition	Estik Hari Prastiwi Ujjianto Indonesia
	5. 17R-066: The Purchase Intention toward Green Packaging Product among Young Consumers in Indonesia	Tuwanku Aria Auliandri Indonesia
	6. 17R-073: Toward Lean Construction through Critical Chain Project Management and Root Cause Analysis in a Construction Project	Indrianawati Usman Indonesia
18 : 00	Welcoming Dinner	

DATE : July, 18 2017, Tuesday

LOCATION : Room 240

Harbin Institute of Technology, Weihai, China

Time	Topic of Seminar	Country/Region
	Chair : Dr. Harold G. Kaufman, NYU Polytechnic School of Engineering, USA	
Session 5.1 13 : 30 14 : 50	1. 17R-045: Behavioral Finance: The Analysis of Investor Behavior Based on Belief and Feeling and The Investor Rationality towards LQ 45 Stocks	Cahyani Tunggal Sari, Indonesia
	2. 17R-046: Moderating Effect of Innovation on Strategy-Financial Performance Relationship: Experience of "Batik" SMEs	Bambang Tjahjadi, Indonesia
	3. 17R-047: Mediating Effect of Continuous Improvements on Management Accounting Innovations-Information Capital Maturity Level-Organizational Performance Relationships	Noorlailie Soewarno Indonesia
	4. 17R-051: Good Corporate Governance and Stock Return: The Mediating Effect of Growth Opportunity	Yani Permatasari, Indonesia
	5. 17R-052: The Influence of Perceived Usefulness, Perceived Ease of Use, Attitude, Subjectif Norm, and Perceived Behavioral Control to Actual Usage Psak 45 Revision on 2011 with Intention as Intervening Variable in Unair Financial Department	Erina Sudaryati Indonesia
14 : 50 15 : 00	Tea Time	
	Chair : Dr. Sydney Engelberg Hebrew University, Jerusale, Israel	
Session 5.2 15 : 10 16 : 30	1.17R-037: Environmental Efficiency Policies Related to Porter's Hypothesis	Muryani Indonesia
	2.17R-038: Effect of Trust, Satisfaction, and Commitment on Customer Loyalty At the Alfamart Retail in Surabaya, East Java – Indonesia	J.E. Sutanto Indonesia
	3. 17R-044: Assessing Information Systems Success: A respecification and Validation of the Delone and Mclean Model of its Success	Yanuar Nugroho Indonesia
	4. 17R-058: The Antecedents of Innovative Work Behavior : The Roles of Self-Monitoring	Jovi Sulistiawan, Indonesia
	5.17R-049: Customer Perceptions of Product Luwak Coffee based on Marketing Mix Elements Perspective	Bunga Indah Bayunitri Indonesia
18 : 00	Welcoming Dinner	

DATE : July, 19 2017, Tuesday

LOCATION : Room 223

Harbin Institute of Technology, Weihai, China

Time	Topic of Seminar	Country/Region
Session 6.1 13 : 30 14 : 50	Chair : Dr. Hsien-Tang Tsai, National Sun Yat-sen University, Taiwan	
	1. 17R-142: The Entrepreneurial Education and Self-Efficacy on Entrepreneurial Intention Rejection	Yi-Bin Li China
	2. 17R-144: Knowledge Spillover, Relative Wealth Seeking Motive and Government Expenditure Financing in Growth Analysis	Min-Liang Hsieh, China
	3. 17R-150: Conceptualising Corporate Entrepreneurship and Intrapreneurship	Alex Maritz, Australia
	4. 17R-151: Investigating the Relationship between Regulatory Fit and Innovation	Alex Maritz, Australia
	5. 17R-102: Performance Evaluation of Introducing Electronic Commerce into Organic Agricultural Products	Hsien-Tang Tsai Taiwan
14 : 50 15 : 00	Tea Time	
Session 6.2 15 : 10 16 : 30	Chair : Dr. Shih-Wen Hsiao, National Cheng-Kung University, Taiwan	
	1. 17R-106: Application of Analytic Hierarchy Process to the tourism factory DIY experiential value evaluation	Ying-Jye Lee Taiwan
	2. 17R-112: An Emotional Study of Product Design: Images of Cleaning Containers	Yi-Hsien Lin Taiwan
	3. 17R-113: Application of Collaborative Design Strategy on Redesign of the Cordless Household Vacuum Cleaner	Ting-An Yeh Taiwan
	4. 17R-143: An Analysis Innovation for Modern Service Industries' Ability Requirement from Business Administration Talents	Che -Chang Chang China
	5. 17R-145: Research on Innovation Driving Force and Industrial Upgrading under Information Technology	Guotie Chen China

DATE : July, 19 2017, Tuesday

LOCATION : Room 225

Harbin Institute of Technology, Weihai, China

Time	Topic of Seminar	Country/Region
Session 7.1 13 : 30 14 : 50	Chair : Dr. Wan-Yu Chang, Chung Hua University, Taiwan	
	1. 17R-115: Concurrent Design Strategy in Modeling and Structure of Electric Scooter for Taiwan	Chun-Hsiang Chang, Taiwan
	2. 17R-131: A Study of the Difference in Operating Performance due to a Gaming Joystick's Styling and Button Locations	Chi-Hung Lo Taiwan
	3. 17R-130: A Study of Evaluation Indices and Weight Comparison for Food Packaging Designs	Hui Chen China
	4. 17R-137: Exceptional Interpretation of the Word "Modern" - Modern Chinese Portraiture	Chao-Cheng Huang Taiwan
	5. 17R-127: An Investigation of the Motives and Purchase Intentions of Malaysian Consumers on Taiwan Wedding Photography Tourism Products	Wan-Yu Chang Taiwan
14 : 50 15 : 00	Tea Time	
Session 7.2 15 : 10 16 : 30	Chair : Dr. Chen-Yin Liu Tzu Hui Institute of Technology, , Taiwan	
	1. 17R-123: The Exploration of Marketing Strategies for Sporting Products: Positioning, Brand Image, Channels, Deputy Strategy, Customer Loyalty, and Repurchase	Yi-Chou Wang Taiwan
	2. 17R-141: How to Promote Product Quality?	Gao Su, China
	3. 17R-147: Using Fuzzy FP-Growth for Mining Association Rules	Chien-Hua Wang China
	4. 17R-148: A Study on the Factors in the Industrial Cluster of Agricultural Biotechnology Parks	Chieh-Jen Shieh China

DATE : July, 19 2017, Tuesday

LOCATION : Room 227

Harbin Institute of Technology, Weihai, China

Time	Topic of Seminar	Country/Region
Session 8.1 13 : 30 14 : 50	Chair : Dr. Chou, Jyh-Rong , I-Shou University, Taiwan	
	1. 17R-022:Team conflict management and R&D team effectiveness: The effects of Task Interdependence and Team Cooperation	Yen Hsu Taiwan
	2. 17R-114: Applying Taiwan Aboriginal culture's feature to product Design	Yi-Hsien Lin Taiwan
	3. 17R-116: Concurrent Design Strategy in Vacuum Cleaner Development	Yi-Chin Chen Taiwan
	4. 17R-117: Development of New Products by ISM	Hsin-Hung Lin Taiwan
	5. 17R-135: A Fuzzy-based Sustainability Assessment Approach for Promoting Sustainable Urban Mobility	Jyh-Rong Chou Taiwan
14 : 50 15 : 00	Tea Time	
Session 8.2 15 : 10 16 : 30	Chair : Dr. Li-Shan Chen, Fujian University of Technology, China	
	1. 17R-132: A Study of the Product Styling Design Evaluation System for Handheld Transceivers and its Applications	Hui Chen China
	2. 17R-146: The Hypothesis of "Enlightened man" in Corporate Culture	Zheng Chunhua China
	3. 17R-149: The Role of Customer Involvement in Mediating the Relationship Between Brand Equity and Customer Loyalty	Yu-Jia Hu China
	4. 17R-140: Application of Transaction Cost Theory on Repurchase Intention	Li-Shan Chen China

DATE : July, 19 2017, Tuesday

LOCATION : Room 231

Harbin Institute of Technology, Weihai, China

Time	Topic of Seminar	Country/Region
Session 9.1 13 : 30 14 : 50	Chair : Dr. Tung-Ju Wu , Huaqiao University, China	
	1. 17R-034: Factors Influencing the Success of Communities of Practice in the Interior Decoration Industry	Hao-Cheng. Huang Taiwan
	2. 17R-033: A DFuzzy Evaluation Model for the Development of Cultural and Creative Industries -Example of Industries with Local Characteristics in Taiwan	Chia-Hui Huang Taiwan
	3. 17R-122: The effect of Jaycustomer misbehaviour on the Mehrabian-Russell Model	Hao-Te, LU Taiwan
	4. 17R-128: A Research Project for Evaluating the Competitively of International MICE Industry in Taiwan	I-Ying Chang Taiwan
	5. 17R-133: An Empirical Research of Supervisor-subordinate Guanxi in Enterprises	Tung-Ju Wu China
14 : 50 15 : 00	Tea Time	

CONTENTS

1. Business Administration

17R-041: Quality of Work Life Program as A Humanistic Perspectives on HRM	1
17R-102: Performance Evaluation of Introducing Electronic Commerce into Organic Agricultural Products	2
17R-122: The effect of Jaycustomer misbehaviour on the Mehrabian-Russell Model	3
17R-128: A Research Project for Evaluating the Competitively of International MICE Industry in Taiwan	4
17R-133: An Empirical Research of Supervisor-subordinate Guanxi in Enterprises	5
17R-138: Discussion of the Measurement Invariance Across Gender in the Version of the Part of Responsiveness in Servqual Scale	6

2. Case Study

17R-062: A Structural Model of Destination Image, Satisfaction, and Intention Loyalty (Case of Tarakan City Visitors)	7
---	---

3. Consumer Behavior

17R-039: The Improvement of the Service Quality of The Syariah Bank in Facing The Global Competition	8
17R-043: Halal labeling effect on muslim consumers attitude and behavior	9
17R-049: Customer Perceptions of Product Luwak Coffee based on Marketing Mix Elements Perspective	10
17R-059: Customer Loyalty Analysis of Online Travel Agency App with Customer Satisfaction as A Mediation Variable.	11
17R-065: The Difference of Service Quality and Consumer Satisfaction on Traditional and Modern Wedangan (Survey on Warung Wedangan in Solo)	12
17R-066: The Purchase Intention toward Green Packaging Product among Young Consumers in Indonesia	13
17R-103: Study of the Consumer Life Style and the Shape Preference of Ming Style Furniture	14

4. Economics and Sociology

17R-067: Types and Characteristics of Politically Connected Firms in Indonesia	15
17R-070: The Effects of Perceived Organizational Support and Social Comparison on Work Attitudes: Moderating Effects of Career Commitment and Competitive Work Group	16

5. Education Administration

17R-120: A Study on the Information-Merged-Education in Paochung Elementary School, Taiwan	17
--	----

6. Entrepreneurship

17R-061: The Mediating Effect of Operational Performance on the Relationship of Entrepreneurship Toward Financial Performance. A case of Hand Drawn Batik Industry in East Java, Indonesia	18
17R-142: The Entrepreneurial Education and Self-Efficacy on Entrepreneurial Intention	19
17R-150: Conceptualising Corporate Entrepreneurship and Intrapreneurship	20
17R-151: Investigating the Relationship between Regulatory Fit and Innovation Rejection	21

7. Financial Management

17R-045: Behavioral Finance: The Analysis of Investor Behavior Based on Belief and Feeling and The Investor Rationality towards LQ 45 Stocks	22
17R-046: Moderating Effect of Innovation on Strategy-Financial Performance Relationship: Experience of "Batik" SMEs	23
17R-047: Mediating Effect of Continuous Improvements on Management Accounting Innovations-Information Capital Maturity Level-Organizational Performance Relationships	24
17R-051: Good Corporate Governance and Stock Return: The Mediating Effect of Growth Opportunity	25
17R-052: The Influence of Perceived Usefulness, Perceived Ease of Use, Attitude, Subjectif Norm, and Perceived Behavioral Control to Actual Usage Psak 45 Revision on 2011 with Intention as Intervening Variable in Unair Financial Department	26
17R-055: An Empirical Analysis of Internal and External Factors of Stock Pricing: Evidence From Indonesia	27

17R-056: Employee Stock Ownership Plan (ESOP), Productivity and Firm Financial Performance	28
17R-060: Holiday Effect in The Indonesian Stock Market	29
17R-064: Analysis of Capital Buffer in Indonesian Banking	30
17R-125: Additional Results on The Impact of Distributional Assumptions for Operational Risk Modelling	31
17R-144: Knowledge Spillover, Relative Wealth Seeking Motive and Government Expenditure Financing in Growth Analysis	32

8. General Management

17R-036: Analysis on the Influence of Compensation and Leadership on Job Satisfaction and its Effect on Job Performance	33
17R-073: Toward Lean Construction through Critical Chain Project Management and Root Cause Analysis in a Construction Project	34

9. Human Resource Management

17R-057: Turnover Intentions Nurses in Private Hospitals	35
17R-063: The Effect of Compensation and Organization Commitment towards Turnover Intention. Case Study in Ilc (International Language Center) Jakarta	36
17R-069: The Effects of Safety Supports on Employee Safety Voice and Satisfaction with the Company	37
17R-071: The Analysis of Influence of Job Stressor upon Performance and Turnover Intention of Broker-Dealer of Equity Securities in Surabaya	38
17R-146: The Hypothesis of “Enlightened man” in Corporate Culture	39

10. Industrial Management

17R-033: A DFuzzy Evaluation Model for the Development of Cultural and Creative Industries -Example of Industries with Local Characteristics in Taiwan	40
17R-034: Factors Influencing the Success of Communities of Practice in the Interior Decoration Industry	41
17R-040: Energy Savings Alternative for Oil and Gas Industry through Analytical Hierarchy Process	42
17R-048: Analysis of Statistical Quality Control by Control Chart to Reduce the Variability of The Product	43

17R-137: Exceptional Interpretation of the Word “Modern” - Modern Chinese Portraiture	44
--	----

17R-148: A Study on the Factors in the Industrial Cluster of Agricultural Biotechnology Parks	45
--	----

11. Industrial Design

17R-107: Hue difference of roles in the animation films of Disney and Ghibli	46
--	----

17R-115: Concurrent Design Strategy in Modeling and Structure of Electric Scooter for Taiwan	47
---	----

17R-131: A Study of the Difference in Operating Performance due to a Gaming Joystick’s Styling and Button Locations	48
--	----

17R-135: A Fuzzy-based Sustainability Assessment Approach for Promoting Sustainable Urban Mobility	49
---	----

12. Product Design

17R-106: Application of Analytic Hierarchy Process to the Tourism Factory DIY Experiential Value Evaluation	50
--	----

17R-108: Application of form Generation in Design for the Improvement of Users’ Perception of Public Faucet Hygiene	51
--	----

17R-109: Apply out-side mold decoration technique to Cosmetic Package Design	52
--	----

17R-110: A Study of Stationers Attractiveness Factors	53
---	----

17R-111: A Study of Taiwanese Design Student’s Preference and Imagery for Textures of “Tujia brocade”	54
--	----

17R-112: An Emotional Study of Product Design: Images of Cleaning Containers	55
--	----

17R-113: Application of Collaborative Design Strategy on Redesign of the Cordless Household Vacuum Cleaner	56
---	----

17R-114: Applying Taiwan Aboriginal culture’s feature to product Design	57
---	----

17R-116: Concurrent Design Strategy in Vacuum Cleaner Development	58
---	----

17R-117: Development of New Products by ISM	59
---	----

17R-130: A Study of Evaluation Indices and Weight Comparison for Food Packaging Designs	60
--	----

17R-132: A Study of the Product Styling Design Evaluation System for Handheld Transceivers and its Applications	61
--	----

13. Innovational Management

17R-022: Team conflict management and R&D team effectiveness: The effects of Task Interdependence and Team Cooperation	62
---	----

17R-037: Environmental Efficiency Policies Related to Porter's Hypothesis	63
17R-038: Effect of Trust, Satisfaction, and Commitment on Customer Loyalty At the Alfamart Retail in Surabaya, East Java - Indonesia	64
17R-058: The Antecedents of Innovative Work Behavior : The Roles of Self-Monitoring	65
17R-074: The effects of of Learning Organization towards Employes' Innovative Behavior Mediated by Work Engagement (A Study in Indonesia)	66
17R-143: An Analysis Innovation for Modern Service Indisutries' Ability Requirement from Business Administration Talents	67

14. Information Management

17R-044: Assessing Information Systems Success: A respecification and Validation of the Delone and Mclean Model of its Success	68
17R-140: Application of Transaction Cost Theory on Repurchase Intention	69
17R-145: Research on Innovation Driving Force and Industrial Upgrading under Information Technology	70

15. Marketing Management

17R-068: Does the market react to the Australian Embassy attack in Indonesia?	71
17R-072: Green Product Buying Intentions among Young Consumer: Extending the Application of Theory of Planned Behavior	72
17R-123: The Exploration of Marketing Strategies for Sporting Products: Positioning, Brand Image, Channels, Deputy Strategy, Customer Loyalty, and Repurchase	73
17R-141: How to Promote Product Quality?	74
17R-149: The Role of Customer Involvement in Mediating the Relationship Between Brand Equity and Customer Loyalty	75

16. Knowledge Management

17R-147: Using Fuzzy FP-Growth for Mining Association Rules	76
---	----

17. Organizational Behavior

17R-042: How Employee Engagement Mediates the Influence of Individual Factors toward Organizational Commitment	77
17R-050: Self Efficacy and Achievement Motivation on Performance with Perceived Organizational Support Moderation	78
17R-053: Commitment , Motivation, and Performance of Posyandu Cadres	79

18. Performance Management

17R-054: The Determinants of Equity Mutual Fund Performance: Evidence from Indonesia	80
17R-152: Empirical Study on Management Equity Incentive and Investment Efficiency Based on Shanghai and Shenzhen A-share listed Companies	81
17R-153: Research on the Impact of Multi-source Intellectual Capital Information Disclosure on Corporate Value in the Big Data Environment—Based on Mediating Effect of Investor 's Confidence	82

19. Tourism and Catering Management

17R-127: An Investigation of the Motives and Purchase Intentions of Malaysian Consumers on Taiwan Wedding Photography Tourism Products	83
---	----

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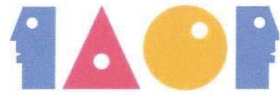
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772-932-1358
ijoinnovation@aol.com

組織創新國際研討會論文集. 2017 / 謝介仁編著. --
初版. -- 臺南市：仁成數位圖文, 2017.07
面；公分

ISBN 978-986-90744-6-9(平裝)

1.企業管理 2.國際企業 3.文集

494.07

106011075

2017 組織創新國際研討會論文集

發行人：李隆輝

出版者：仁成數位圖文有限公司

地址：台南市永康區正南一街 182 號

電話：+88662532271

傳真：+88662531467

編著：謝介仁

出版日期：2017 年 7 月初版

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1 of 1

Quality of Work Life Program as A Humanistic Perspective on HRM

By: Secapramana, VH (Secapramana, Verina H.)¹; Nugroho, E (Nugroho, Eko)²

PROCEEDINGS OF THE 2017 INTERNATIONAL CONFERENCE ON ORGANIZATIONAL INNOVATION (ICOI 2017)

Edited by: Shieh, C; Tichy, T; Dass, BK; Auliandri, A

Book Series: Advances in Intelligent Systems Research

Volume: 131

Pages: 50-55

Published: 2017

Document Type: Proceedings Paper

Conference

Conference: International Conference of Organizational Innovation (ICOI)

Location: Harbin Inst Technol, Weihai Campus, Weihai, PEOPLES R CHINA

Date: JUL 18-20, 2017

Sponsor(s): Int Assoc Org; Forum Manajemen Indonesia; Huaqiao Univ China; Salle Univ Manila Philippines; Shanghai Univ Med & Hlth Sci China; Trobe Business Sch Australia; Fujian Univ Technol China; Suan Sunandha Rajabhat Univ Bangkok Thailand; Univ Kebangsaan Malaysia; Nanjing Audit Univ China; Tunghai Univ Taiwan

Abstract

Quality of Work Life as a contemporary perspective on HRM is related to meaningful, satisfying, and effective work environment that meets with the organizational and personal needs. Moreover, having quality of work life will lead to better well being of the workers and society. This 3 years long study was conducted at a steel company in East Java, Indonesia. The first year aimed to get base line data problems that arise in the organization using the concept of Quality of Work Life of the European Foundation for the Improvement of Living and Working Conditions (EWON, 2002), which has 5 dimension, i.e health and wellbeing, work and non-work life balance, job security, job satisfaction, and competency development. Focus group discussion and SWOT analysis was conducted based on these data to get an overview of the problems.

Several programs and systems were set up as an intervention of the existing problems in order to improve the Quality of Work Life, such as organizational development and change management, training of professionalism, stress management, leadership training, while the system set up were Employee

Assistance Program, work load analysis, remuneration system, talent management, and career path.

With this action research design, these programs were expected to give benefit both to the management and the workers. It is expected that all of the efforts will have an impact on improving the quality of industrial relations, increasing employee productivity and performance, as well as improving the quality of life for all members of the organization.

Keywords

Keywords: Quality of Work Life program; humanistic perspectives; EWON; action research
Keywords: STRESS

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Publisher

ATLANTIS PRESS, 2 AVENUE LA MIERE, PARIS, 75011 FRANCE

Categories Association

Research Areas: Business & Economics; Operations Research & Management Science

Web of Science Categories: Management; Operations Research & Management Science

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7 Cited References

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Volume Title	Proceedings of the 2017 International Conference on Organizational Innovation (ICOI 2017)
Series	Advances in Intelligent Systems Research
Publication Date	July 2017
ISBN	10.2991/icoi-17.2017.6
ISSN	1951-6851
DOI	10.2991/icoi-17.2017.6 How to use a DOI?
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