



17th International Conference Of Organizational Innovation

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Conference Date

July 21-23, 2026

Location

Hanoi Campus, University of Phuong Dong
171 Trung Kinh Street, Yen Hoa Ward, Hanoi, Vietnam

ISBN 978-626-96842-4-3



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PROCEEDINGS OF 2026 ICOI THE INTERNATIONAL CONFERENCE OF ORGANIZATIONAL INNOVATION

July, 21 – 23 2026

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1. International Association of Organizational Innovation, USA
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5. De La Salle University, Manila, Philippines
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10. Universitas Dhyana Pura – Indonesia
11. Universitas Widyatama – Indonesia
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International Association of
Organizational Innovation

**Welcome To the 2026 International Conference
On Organizational Innovation
Phuong Dong University, Hanoi, Vietnam
21-23 July 2026**

On behalf of the International Association of Organizational Innovation, I welcome you to the 2026 International Conference on Organizational Innovation! This is our second conference in the great country of Vietnam. I regret that I am not able to personally attend the conference this year due to a family medical emergency (my daughter is getting a kidney transplant & I am taking care of my grandson while this is occurring).

The International Association of Organization Innovation (IAOI) continues as a strong professional organization! IAOI, started in 2008, with this year's conference being the 20th sponsored by IAOI, and our journal, The International Journal of Organizational Innovation (IJOI) just publishing Volume 20 Issue 1, in July 2026.

I would like to thank all the people who worked very hard to organize this year's conference. I know that they all worked very hard! I would personally like to thank Prof. Dr. Nguyen Huu Cuong, President of Phuong Dong University, and his colleagues, for agreeing to host this conference! I would also like to thank Dr. Sri Gunawan, President of Forum Manajemen Indonesia (FMI), for co-sponsoring this Conference. And, of course, I would like to thank my colleague at IAOI, Dr. Charles Shieh, for all of his work coordinating the planning and organizing of this Conference.

Please remember that you are able to get your presentation at this conference published as an article in The International Journal of Organizational Innovation (IJOI). See the invitation to do so at the end in your conference booklet. Also if you wish to serve as an Assistant Editor of the journal, please send an email to me. Enjoy yourself at this conference and take the opportunity to explore this beautiful region of Vietnam!

Dr. Frederick Dembowski

President, The International Association Of Organization Innovation

Editor, The International Journal Of Organizational Innovation

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FOREWORD



On behalf of the Organizing Committee and the University of Phuong Dong (UPD), it is my great pleasure to warmly welcome distinguished scholars, researchers, educators, practitioners, and students from around the world to the 17th International Conference on Organizational Innovation (ICOI 2026), held in Hanoi, Vietnam, on 21 July 2026.

Hosting ICOI for the first time marks an important milestone in UPD's journey toward internationalization and academic excellence. Beyond serving as the venue for an international conference, UPD is honored to provide a platform where scholars from diverse disciplines, cultures, and countries come together to exchange ideas, establish meaningful partnerships, and contribute to advancing knowledge in organizational innovation and related fields.

Established in 1994, UPD is one of Vietnam's pioneering private universities. Over the past three decades, the University has educated more than 50,000 graduates, contributing highly qualified human resources to the country's socio-economic development. Guided by its educational philosophy, "Rooted in the East, Reaching the World," UPD seeks to integrate the enduring values of Eastern culture with modern scientific knowledge and technological innovation, nurturing graduates who are professionally competent, globally minded, innovative, and socially responsible. Hosting ICOI 2026 reflects our long-term commitment to strengthening research excellence, expanding international partnerships, and fostering an academic ecosystem where innovation, interdisciplinary collaboration, and global engagement can flourish.

Located in Hanoi, the capital city of Vietnam, UPD is privileged to host ICOI 2026 in one of Southeast Asia's most vibrant centres of culture, education, and innovation. It is especially meaningful that this important milestone takes place in the city where our university has grown and contributed to Vietnam's higher education landscape for more than three decades. Renowned for its rich cultural heritage, peaceful atmosphere, and intellectual vitality, Hanoi offers an inspiring environment for academic exchange and international collaboration. We hope that participants will enjoy not only the rich scholarly exchange throughout the conference but also the unique charm, history, and hospitality of Vietnam's thousand-year-old capital.

Over the years, ICOI has established itself as a prestigious international forum bringing together researchers, educators, scholars, and practitioners in organizational innovation, management, engineering, education, and related disciplines. At a time when organizations worldwide are being reshaped by artificial intelligence, digital transformation, sustainability, and unprecedented global challenges, innovation has become not merely a competitive advantage but an essential driver of resilience and sustainable development. We believe that ICOI 2026 will continue to foster interdisciplinary dialogue, inspire innovative thinking, and foster collaborative solutions that address the complex challenges facing organizations and societies around the world.

This year's conference has attracted nearly 200 submissions from researchers representing many countries and regions. Every manuscript underwent a rigorous double-blind peer-review process involving at least two anonymous reviewers. Following this evaluation, 108 papers were accepted for presentation at the conference.

The accepted papers represent diverse perspectives and high-quality research that advances both theoretical understanding and practical applications in organizational innovation and its related fields.

In addition to the parallel technical sessions, the conference features keynote speeches, interactive discussions, and networking activities designed to encourage intellectual engagement, stimulate future research collaborations, and strengthen international academic partnerships. We are confident that the ideas exchanged during ICOI 2026 will extend well beyond the conference itself, generating new research initiatives and lasting collaborations among participants worldwide.

On behalf of the Organizing Committee and the University of Phuong Dong, I would like to express my sincere appreciation to our keynote speakers, authors, reviewers, session chairs, members of the organizing committees, volunteers, sponsors, and all participants for your invaluable contributions and unwavering support. Your dedication and enthusiasm have made ICOI 2026 possible.

I wish all participants a rewarding conference, an enjoyable stay in Hanoi, and every success in your future academic endeavors. May ICOI 2026 become not only a memorable scholarly event but also the beginning of many enduring friendships and fruitful collaborations.

Assoc. Prof. Dr. Nguyen Huu Cuong
President, University of Phuong Dong
Honorary Conference Chair, ICOI 2026

FOREWORD



It is my distinct honour and great pleasure to welcome all distinguished participants, scholars, researchers, and practitioners from around the world to the 2026 International Conference of Organizational Innovation (ICOI), held from 21st to 23th July 2026 in Hanoi, hosted by University Phuong Dong Vietnam.

The ICOI has grown into one of the most dynamic academic platforms for exchanging ideas and promoting innovation across organizational and management sciences. Each year, this conference brings together experts from a wide range of disciplines to engage in meaningful dialogue, challenge prevailing assumptions, and foster collaborative opportunities that transcend geographical boundaries. The 2026 edition carries on this tradition, aiming not only to provide a scholarly venue but also to inspire new approaches and solutions to the rapidly evolving challenges faced by organizations worldwide.

ICOI 2026 features a diverse range of academic sessions covering key areas of Marketing Management, Finance, Human Resources, Strategic Management, Entrepreneurship & Innovation, Supply Chain Management, and Information Technology. These tracks reflect the multifaceted nature of modern organizational landscapes and reaffirm our shared belief that innovation must be both interdisciplinary and inclusive.

I would like to express my deepest gratitude to our main sponsor institutions: the International Association of Organizational Innovation (IAOI – USA), Forum Manajemen Indonesia (FMI), and University Phung Dong, as well as all our Co-Sponsor and Colleague from across Indonesia, Taiwan, Vietnam, USA, Australia, Philippines, Japan, India, Cyprus, South Africa, and Czech. May this conference serve as a fruitful and inspiring experience for all participants. I sincerely hope ICOI 2026 will strengthen our academic networks and create long-lasting collaborations.

On behalf of the organizing committee, I wish you a productive and memorable conference in Hanoi Vietnam.

Warmest regards,

Dr. Sri Gunawan

Conference Co Chair – ICOI 2026

President – Forum Manajemen Indonesia (FMI)

Faculty Member – Dept of Management, Universitas Airlangga, Indonesia

FOREWORD

Welcome to the 17th International Conference of Organizational Innovation (2026 ICOI, Hanoi, Vietnam)



On behalf of the Organizational Committee, Honourable Chairs, Conference Chairs, and Conference Co-Chairs, it is a great pleasure to welcome you to this 17th ICOI Annual Conference 2026 in Hanoi, Vietnam. Our previous 16 conferences in Vietnam, South Korea, China, Taiwan, Thailand, Malaysia, Indonesia, and Japan, were a resounding success, and on this positive note, we continue the primary activity of our esteemed Association. We had a break for a few years due to the COVID pandemic, but we are back with full spirit and enthusiasm, and in full momentum embracing the world of Artificial Intelligence.

A special word of appreciation to our Conference Chairs, Professor Charles Shieh, Dr Sri Gunawan and Mr T. Aria Auliandri for their efforts in organizing the conference. Also, our gratitude to Professors Nguyen Huu Cuong, Tran Thi My Dieu,

and Phung Thai Minh Trang, as well as our hosts from The University of Phuong Dong, Hanoi, Vietnam. We extend our appreciation to Vickie and Minnie and their team for endless hours and dedication to back-office activities. We also thank our annual sponsors for their valued contributions, identified by their logos in the conference materials and proceedings. Lastly, a special welcome to our delegates from Forim Manajemen Indonesia (FMI).

We are fortunate to remind all delegates of our organisation's journal publication, The International Journal of Organizational Innovation (IJOI), under the dedicated editorship of our IAOI President, 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 in excess of 160 paper submissions, with 108 accepted papers in the Conference proceedings. We are expecting in excess of 185 participants this year. These will be delivered over the next 2/3 days over 20 sessions. Please consult the proceedings and timetable for the themed and parallel presentation sessions, including keynote presentations from special guests. We would also like to take this opportunity to thanks track chairs and paper reviewers, who put in endless hours reviewing 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. And if you ever visit Australia, please visit us at The La Trobe Business School in Melbourne. 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
a.maritz@latrobe.edu.au



FOREWORD



It is my great pleasure to welcome you to 2026ICOI the International Conference on Organizational Innovation and to the beautiful city of life –Hanoi, Vietnam. The conference will take place during July, 21 to 23; 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 2026 ICOI Conference has been established on a global basis. We have received 160 submissions and each submission was

peer-reviewed by at least two anonymous reviewers and a total of 108 papers are accepted for presentation in the conference.

Lastly, I would like to express our sincere gratitude to everyone involved in making the joint 2026ICOI 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 Hanoi, Vietnam.

Prof. Dr. Bal Kishan Dass,

Former Professor of Mathematics, University of Delhi, India

2026ICOI Conference chair

E-mail: bkdass@tarupublications.com

FOREWORD



Professor Dr. Sydney Engelberg has been Master of Shalom University College in Sydney, Australia and Founding Director of the Program in Community Psychology at the University of New South Wales, Sydney, Australia.

Dr. Sydney Engelberg has his own consulting company and current and past clients include the World Bank, UNICEF, IBM, Microsoft, Intel and the Neumo-Ehrenberg Group of Companies, amongst others. He is currently Professor at Gratz College, Philadelphia and Visiting Professor at the University of Bologna and the University of Florence in Italy.

Sydney became a world-wide social media sensation after a photo of him holding a baby while lecturing went viral in 2015. This photo has now become a feature on social media being posted and re-posted on a weekly basis almost 5 years after the original posting.

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

ACKNOWLEDAGES



The 2026ICOI- International Conference on Organizational Innovation was held at University of Phuong Dong, Hanoi City, Vietnam is the wealth of cultural landmarks and attractions in addition to its notorious entertainment venues has made it synonymous with exoticism. Its historic wealth coincides with its rapid modernization, reflected in the cityscape and the urban society. 2026ICOI brings together the best of this city at niversity of Phuong Dong to present and have academic discussion. This 2026ICOI conference particularly encourages the interaction of research scholars and developing academics exchange. The full oral papers were peer reviewed for technical and editorial content by a dedicated committee of referees. Nearly 108 papers were accepted for oral presentation at 2026ICOI. These papers were presented in a single track of 20 sessions spanning one and half days, promoting extended interaction between the various Innovational disciplines. In addition to the contributed papers, 2 invited keynote address: Prof V.V. Krishna, Professorial Fellow, University of New South Wales, Sydney, Australia. And Dr. Anastasios Zopiatis, Professor at Cyprus University of Technology, Cyprus were given. I also thank all authors and participants for their contributions

The 2026ICOI cannot be successful without the full support from many institutes. I would like to thank 1. International Association of Organizational Innovation, USA; 2. University of Phuong Dong, Hanoi City, Vietnam; 3. Forum Manajemen Indonesia (FMI); 4. Van Lang University – Ho Chi Minh City, Vietnam, 5. Universities Airlangga, Indonesia, 6. La Trobe Business School, La Trobe University, Australia, 7. Binh Duong Economics & Technology University –Ho Chi Minh City, Vietnam. 8. National Taipei University of Business - Taipei Taiwan,9. I-Shou University, Taiwan, 10. Da Yeh University- Taiwan, 11. Tunghai University –Taiwan, 12. Universitas Dhyana Pura – Indonesia 13. Universitas Widyatama – Indonesia 14. Universitas Pakuan – Indonesia, 15. Universitas Widyatama – Indonesia, 16. Perbanas Institute – Indonesia, 17. HR247 Communication Hub – Indonesia and 17. Taru Publication – India. I look forward to seeing all of you, presenters and audience; I also hope you enjoy this conference and this city, Hanoi, a wonderful and charming place.

Prof. Dr. Charles Shieh

International Association of Organizational Innovation

2026ICOI, Executive Director

E-mail: charles@iaoiusa.org



2026ICOI ORGANIZATION LISTING

Honorable Conference Chairs	
Dr. Fred Dembowski	President of International Association of Organizational Innovation , USA
Dr. Assoc. Prof. Nguyen Huu Cuong	President of University of Phuong Dong. Hanoi City, Vietnam
Dr. Sri Gunawan	University Airlangga and President of FMI, Surabaya, Indonesia
Conference Chairs	
Dr. Assoc. Prof. Tran Thi My Dieu	President of Van Lang University, Ho Chi Minh city, Vietnam
Dr. Alex Maritz	Professor in department of Management & Marketing, La Trobe University, Australia
Dr. Bal Kishan Dass,	Former professor in department of Mathematics, University of Delhi, India
Dr. Tomáš Tichý	Professor in VSB-Technical University Ostrava, Czech Republic.
Dr. Fernando Cardoso de Sousa	Founder and director of the Marketing Research Office (GAIM) and the Portuguese Creativity and innovation Association (APGICO)
Dr. Ridong Hu	Professor in of School of Institute of Quantitative Economics, HuaQiao University, China
Dr. Sydney Engelberg	Professor at Gratz College, Philadelphia and Visiting Professor at the University of Bologna and the University of Florence in Italy.
Dr. Jaitip Nasongkhla,	College of education, Chulalongkorn University, Thailand
Dr. Muhammet Usak	Professor at Kazan (Volga Region) Federal University Russia
Dr. Jyh-Rong Chou	College of Communication and Design, I-Shou University, Taiwan
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Dr. Phung Thai Minh Trang	Dean of Faculty of Finance – Banking, Van Lang University, Ho Chi Minh city, Vietnam
Prof. Jenn-Yang Lin	Professor in National Cheng Kung University, Taiwan,
Dr. Harold G. Kaufman	Professor in department of Technology Management & Innovation at NYU Polytechnic School of Engineering, USA
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Dr. Wilson Cordova,	Decision Sciences and Innovation (DSI) Dept. Ramon V. del Rosario College of Business De La Salle University, Manila, Philippines
Dr. Manuel R. Tanpoco	Decision Sciences and Innovation (DSI) Dept. Ramon V. del Rosario College of Business De La Salle University, Manila, Philippines
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Dr. Andy Klein	American University of Sharjah, UAE.
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Dr. Kuan-Hung Chen	Quanzhou Arts and Crafts Vocational College, China
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Mr. Jui-Sheng Wang	Chaifetz School of Business, Saint Louis University, Missouri, USA

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Dr. Chien-Nan Chen	Department Of Creative Product Design. I-Shou University, Taiwan,
Mr. Hsin-Yin Hsieh	Department of Industrial Design at the National Cheng Kung University, Taiwan,
Dr. Cheng, Yi Chung	Department of International Business Tainan University of Technology, Taiwan
Dr. Yi-Hsien Lin	Department Of Creative Product Design. I-Shou University, Taiwan,
Prof. Wen-Hwa Cheng	Department of Multimedia Design, National Formosa University. Taiwan

2026 The International Conference on Organizational Innovation Agenda

DATE : July, 21 2026, Tuesday

LOCATION : University of Phuong Dong, Hanoi Vietnam

TIME	ACTIVITY	PLACE
08 : 00 – 08 : 30	REGISTRATION	
08 : 30 – 09 : 50	Conference Host : Dr. Minnie Hsieh: La Trobe Business school, La Trobe University Australia Conference Grand Opening Speech : 1. Associate Prof. Nguyen Huu Cuong, President of University of Phuong Dong, Hanoi, Vietnam 2. Prof. Dr. Sri Gunawan, President of Asosiasi Forum Manajemen Indonesia (FMI); Faculty of Economics and Business, Airlangga University, Surabaya Indonesia Honored VIP Speech : 1. Prof. Dr. Ong, Harvey, De La Salle University, Manila, Philippines 2. Prof. Dr. Katsumasa Tanaka, Bunkyo University, Tokyo, Japan, 3. Prof. Dr. Sydney Engelberg, Professor at Gratz College, Philadelphia and Visiting Professor at the University of Bologna. USA 4. Prof Dr. S C Malik, Maharshi Dayanand University, Rohtak, India. 5. Prof. Dr. Anastasios Zopiatis ,Professor at Cyprus University of Technology, Cyprus 6. Prof Dr.V.V. Krishna, Professorial Fellow, University of New South Wales, Sydney, Australia (2016-2028) 7. Prof. Dr. Tomáš Tichý, VŠB-TU Ostrava, Czech Republic 8. Prof. Dr. Bal Kishan Dass, Department of Mathematics, University of Delhi, India.	7 th floor meeting room
09 : 50 – 10 : 30	Tea Time and Academic Exchange	
10 : 30 – 11 : 00	Keynote Presentation (1) Speaker : Prof V.V. Krishna, Professorial Fellow, University of New South Wales, Sydney, Australia (2016-2028) Topic: Innovation landscapes in Asia	7 th floor meeting room
11 : 00 – 11 : 30	Keynote Presentation (2) Speaker : Dr. Anastasios Zopiatis ,Professor at Cyprus University of Technology, Cyprus Topic: Entrepreneurial Mindsets as Catalysts of Organizational Innovation in the Restaurant Sector	
11 : 30 – 12 : 00	Questions and Discussion	
12 : 00 – 13:30	Luncheon	

DATE : July, 21 2026, Tuesday

LOCATION : Room 205

University of Phuong Dong, Hanoi Vietnam

Time	Topic of Seminar	Country
Session 1.1 13 : 30 14 : 50	Chair : Prof. Dr. Katsumasa Tanaka, Bunkyo University, Tokyo, Japan	
	1.26R-001: Managing the Integration of Digital and Ai Competence Development in Higher Education: A PDCA Based Conceptual Management Framework	Huynh Tan Tuan, Vietnam
	2.26R-004: Orchestrating Human-Centered Digital Innovation In Hospitality And Tourism: A Dynamic Capabilities Framework For Sustainable Service Transformation	Lam Bao Anh, Vietnam
	3.26R-005: Leading the Both/and Organization: Paradoxical Middle Management and Adaptive Capacity in Hybrid Knowledge Work	Lam Bao Anh, Vietnam
	4.26R-006: From Knowledge Receivers to Knowledge Architects: A Heutagogical Framework for Intellectual Survival in AI-Integrated Higher Education	Nguyen Thi Thu Huyen, Vietnam
	5.26R-007: Internal Factors Affecting the Management of English Teaching and Learning Activities at Vietnam's Foreign Language Centers	Hai-Ha Thi Nguyen, Vietnam
	6. 26R-115: When Risk Tolerance Turns into Irrational Investment Choices: The Moderating Role of Trading Performance	Isfenti Sadalia, Indonesia
	7. 26R-156: Factors Influencing Green Real Estate Purchase Intention in Vietnam	Trần Nguyễn Hồng Phương, Vietnam
14 : 50 15 : 00	Tea Time	
17 : 30	Welcoming Dinner	

DATE : July, 21 2026, Tuesday

LOCATION : Room 206

University of Phuong Dong, Hanoi Vietnam

Time	Topic of Seminar	Country
Session 2.1 13 : 30 14 : 50	Chair : Dr. Bal Kishan Dass, University of Delhi, India	
	1. 26R-116: How Flexible Time Increases Customer Visits: The Role of Shopping Enjoyment in E-Commerce Platforms	Herning Indriastuti, Indonesia
	2. 26R-121: Building Societal Human Systems in Hospitality: The Roles of Capability Culture, Psychological Safety, and Purposeful Work	Hafied Noor Bagja, Indonesia
	3. 26R-141: Talent Incubation as a Strategic Catalyst: Accelerating the Potential of Generation Z toward Golden Indonesia 2045	Astri Sulastri, Indonesia
	4. 26R-150: Factoring Work Orientation 5-M for Employed Adults of Expatriate Chinese Employees and Locals in Indonesia	Meiliani Meiliani, Indonesia
	5. 26R-159: The Effect of Meme Use in Digital Marketing on Consumer Engagement and Attitudes towards GOJEK Application	Dewi Sri Surya Wuisan, Indonesia
14 : 50 15 : 00	Tea Time	
Session 2.2 15 : 10 16 : 30	Chair : Dr. Minnie Hsieh, La Trobe Business School, La Trobe University, Australia	
	1. 26R-085: The Influence of Artificial Intelligence Product Design on User Trust, Risk Perception, and Willingness to Adopt	Hsin-Yin Hsieh, Taiwan
	2. 26R-108: Strategic Agility And Firm Performance: The Mediating Role of Recordkeeping in SME'S	Nanik Ermawati, Indonesia
	3. 26R-120: Navigating Financial Success: The Impact of Financial Literacy, Family Involvement, and Digital Transformation on Family-Owned SMEs in ASEAN	Radhi Abdul Halim Rachmat, Indonesia
	4. 26R-137: Mentoring-Driven Innovation: Empowering Msme Entrepreneurship Through Integrated Business Mentoring and Frugal Innovation in Semi-Urban Areas	Phima Ruthia Dwikesumasari, Indonesia
	5. 6R-147: A Modular Fintech Education Idea for Micro Businesses in Jakarta Greater Area	Tifa Noer Amelia, Indonesia
17 : 30	6. 26R-160: What Drives Generation Z to Seek Venture Capital? The Role of Entrepreneurial Education, Financial Self-Efficacy, and Government Support	Pauline Henriette P. Tan, Indonesia
	Welcoming Dinner	

DATE : July, 21 2026, Tuesday

LOCATION : Room 208

University of Phuong Dong, Hanoi Vietnam

Time	Topic of Seminar	Country
Session 3.1 13 : 30 14 : 50	Chair : Prof Dr. V.V. Krishna, Professorial Fellow, University of New South Wales, Sydney, Australia	
	1.26R-118: Beyond Impulsivity: A Systematic Literature Review on How Influencer Authenticity Shapes Utilitarian Trust and Purchase Intentions for Local Fashion Brands Among Millennial Women	Naomi Miryam, Indonesia
	2.26R-122: Determinant Purchase Intention for Organic Products	Johan David Wetik, Indonesia
	3.26R-127: Comparative Analysis of Mega vs Micro-Influencers on TikTok: The Moderating Role of Product Involvement in Driving Brand Awareness and Purchase Intention	Corry Patricia Manik, Indonesia
	4.26R-129: From Brand To Brew: How Image, Price, and Promotion Shape Coffee Purchase Decisions	Nani Fitriani, Indonesia
	5.26R-136: Ranking Consumers' Reasons To Buy Or Not To Buy Electric Vehicles: A Descriptive Study	Maurisia Putri Permatasari, Indonesia
14 : 50 15 : 00	Tea Time	
Session 3.2 15 : 10 16 : 30	Chair : Dr. Wilson Cordova, De La Salle University, Manila, Philippines	
	1. 26R-043: A Study on the Reliability and Learning Motivation Impact of Multimodal Large Language Models in Industrial Design Critiques	Yu-Fan Chen, Taiwan
	2. 26R-048: A Preliminary Study on the Learning Outcomes of Multiplayer Interactive RPG Exhibits through the Generic Learning Outcomes Framework: A Case Study of "Guided by Prehistoric People" at the National Museum of Prehistory	Chia-Ling Chang, Taiwan
	3. 26R-114: Antecedents of Lecturer Performance through Innovative Work Behavior: Evidence from Excellent-Accredited Universities in Lldikti Region I	Tri Melda Mei Liana, Indonesia
	4. 26R-139: Promoting the New Management Model on Teachers' Entrepreneurship Enhancement in Batam City	Albert Efendi Pohan, Indonesia
	5. 26R-152: Between Communication and Participation: Autistic Employees in Neurotypical Work Environments	Nuri Herachwati, Indonesia
17 : 30	Welcoming Dinner	

DATE : July, 21 2026, Tuesday

LOCATION : Room 210

University of Phuong Dong, Hanoi Vietnam

Time	Topic of Seminar	Country
Session 4.1 13 : 30 14 : 50	Chair: Dr. Tomáš Tichý, VŠB-TU Ostrava, Czech Republic	
	1.26R-112: Challenging The Life Cycle Hypothesis: Behavioural Biases Of Generation Z In The Digital Era : A Systematic Literature Review	Sri Hasnawati, Indonesia
	2.26R-124: Exchange Rate Depreciation in Indonesia: Trade Competitiveness, Corporate Vulnerability, and the Role of the Dominant Currency Paradigm	Denny Saputera, Indonesia
	3.26R-126: Realized Volatility Jumps and Foreign Flow Spillover in the Indonesia Stock Exchange: High-Frequency Evidence from IHSB Intraday Data, 2025-2026	Erman Denny Arfinto, Indonesia
	4.26R-140: The Effect of Inflation, Rupiah Exchange Rate, Stock Return, and Stock Volatility on Trading Volume Activity of State-Owned Banks Listed on the IDX (2020–2025)	Riza Zahrotun Nisa, Indonesia
	5.26R-142: Risk Tolerance As the Invisible Hand: Rethinking the Causal Architecture of Behavioral Biases in Individual Investment Decision-Making	Muhammad Teguh Kuncoro, Indonesia
	6.26R-143: Unveiling the Mediating Pathways in Indonesian Financial Institution Pension Funds	Hedwigis Esti Riwayati, Indonesia
14 : 50 15 : 00	Tea Time	
Session 4.2 15 : 00 16 : 30	Chair: Jui-Sheng Wang, Saint Louis University, Missouri, USA	
	1. 26R-042: Verifying the Aging-oriented Transformation Design of Socially Interactive Children's Toys through Cooperative Board Games	Yi-Chin Lu, Taiwan
	2. 26R-083: The Influence of Financial Literacy on Risk Perception and Investment Intention	Hong Chin Hsiao, Taiwan
	3. 26R-086: TQM Practices and Service Delivery Quality in Community Pharmacies: A Cross-Sectional Study from Camarines Sur, Philippines	Ryan D. Bastareche, Philippines
	4. 26R-123: Beyond Seamless Shopping: Unveiling the Pathways from Retail Innovation to Omnichannel Loyalty through Customer Value, Technology Readiness and Switching Resistance	Ayuningtyas Yuli Hapsari, Indonesia
	5. 26R-146: Do Investors Realize Gains Too Early? Evidence from Dividend Announcements and Abnormal Trading Volume in Indonesia	Mohammad Ibnu Hibban, Indonesia
17 : 30	Welcoming Dinner	

DATE : July, 21 2026, Tuesday

LOCATION : Room 211

University of Phuong Dong, Hanoi Vietnam

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Session 5.1 13 : 30 14 : 50	Chair: Dr. Yu-Chang Chen, National Taiwan University, Taiwan	
	1. 26R-125: Lending Against the Tide: Coastal Credit Mismatch, Subsidence-Adjusted Bank Risk, and the Climate-Vulnerability Loan Premium in Pantura Central Java	Harjum Muharam, Indonesia
	2. 26R-037: Dynamic Capabilities and Organizational Knowledge: A Symbiotic Path to Competitive Advantage	Thuy Dung Pham Thi, Taiwan
	1. 26R-079: Beyond Compensation: Employee Benefits, Retention, and Organizational Attachment in Family-Owned Small Enterprises in Bulacan, Philippines	Ajose, Sheryl S. , Philippines
	4. 26R-105: Bridging Intellectual Capital to Business Performance: The Role of Digital Transformation and Mediating of Sustainable Corporate Performance	Ernie Setiawati, Indonesia
	5. 26R-106: Systemic Determinants of Income Inequality in ASEAN: A Systematic Review and an Integrative Policy Framework for Inclusive Development	Nekky Rahmiyati, Indonesia
14 : 50 15 : 00	Tea Time	
Session 5.2 15 : 00 16 : 30	Chair: Dr. Tsu-En Wang, Washington University in St. Louis, USA	
	1. 26R-090: Financial Literacy and Financial Behavior as Determinants of Sustainable Investment Practices among Overseas Filipino Workers in China	Jefferson Q. Correa, , Philippines
	2. 26R-107: Is there Causality Relationship between Corporate Performance and Energy Efficiency? An Empirical Evidence from Fertilizer Industry in Indonesia	Syahrul Kamal, Indonesia
	3. 26R-149: Blue Innovation, Environmental Strategy, and Organizational Value: The Mediating Roles of Competitive Advantage and Business Sustainability	Mahfudnurnajamuddin, Indonesia
	4. 26R-157: Cross-Sectional Preference or Dynamic Response? Revisiting the ESG–Institutional Ownership Nexus in ASEAN	Puput Tri Komalasari, Indonesia
	5. 26R-025: Strategic Litigation as a Catalyst for Innovation: Game-Theoretic Insights from the GPU Industry	Katsumasa Tanaka, Japan
17 : 30	Welcoming Dinner	

DATE : July, 21 2026, Tuesday

LOCATION : Room 212

University of Phuong Dong, Hanoi Vietnam

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Session 6.1 13 : 30 14 : 50	Chair : Dr. Anastasios Zopiatis , Cyprus University of Technology, Cyprus	
	1. 26R-104: Patient Safety Culture in Healthcare Facilities: A Prisma-Based Systematic Literature Review and Vosviewer Bibliometric Analysis	Skolastika Verena Halim, Indonesia
	2. 26R-117: Smart Hexahelix: Creative Marketing Strategy of Local Robusta Coffee for Modern Market Competitiveness	Dorothy Rouly Haratua Pandjaitan, Indonesia
	3. 26R-119: Smart Tourism, Trust, and Perceived Value as Drivers of Tourist Loyalty: A Comparative Study of Indonesia and Vietnam	Andhi Sukma, Indonesia
	4. 26R-138: Tourist Citizenship Behavior and Destination Branding: State Of The Art and Future Research Agenda	Helena Pongoh, Indonesia
	5. 26R-151: Ecotourism Management in Bali: A Systematic Literature Review on Challenges and Sustainability Strategies	Putu Ayu Sita Laksmi, Indonesia
14 : 50 15 : 00	Tea Time	
Session 6.2 15 : 10 16 : 30	Chair : Dr. Chun-Ming Hsieh, City University of Macau, Macau	
	1. 26R-034: Using the Analytic Hierarchy Process to Explore the Core Competencies of Online Spokespeople from the Perspective of Restaurant Executives	Wei-Lun Hsu, Taiwan
	2. 26R-035: The Impact of ESG Practices on Brand Trust and Brand Loyalty in the Hospitality Industry: The Mediating Role of PZB Service Quality Gaps	Po-Hung Lin, Taiwan
	3. 26R-036: Exploring the Impact of Campus Net-Zero Sustainability Initiatives on Student Behavioral Change	Yu-Sheng Huang, Taiwan
	4.26R-002: Innovation versus Integration: Unpacking the Mediating Mechanisms between Digital Transformation and ESG Performance	Hoang Thanh Nhon, Vietnam
	5.26R-003: Digital Transformation and Government Performance in Vietnam: The Mediating Role of Partnering Agility through Dynamic Capabilities	Hoang Thanh Nhon, Vietnam
17 : 30	Welcoming Dinner	

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	1. 26R-065: Using AHP to Explore University Students' Intention to Adopt Mobile Payment Based on UTAUT	Wen-Hwa Cheng, Taiwan
	2. 26R-080: "I'm Just Gonna Get One": Curiosity, Impulse Buying, and Compulsive Blind Box Consumption among Filipino Generation Z Consumers	Tandiana, Rocelle S. Philippines
	3. 26R-098: Environmental Performance Evaluation of Sustainable Urban Development Based on DEA	Kuan-Hung Chen, China
	4. 26R-050: Analysis of Thermo-Piezo-Photoelectric Semiconductor medium incorporating size effects and Modified-Cattaneo- Vernotte heat conduction model	Annu Rani and Mahabir Barak, India
	5. 26R-113: The Role of Informative and Entertaining Digital Content in Building Brand Awareness and Brand Image at the Ubaya Center for Aging Wellness	Mentari Septynaputri Widodo, Indonesia
14 : 50 15 : 00	Tea Time	
Session 7.2 15 : 10 16 : 30	Chair : Dr. Jhong-Min Yang, Chaoyang University of Technology, Taiwan: Dr. Yi-Chou Wang, Tainan University of Technology, Taiwan	
	1. 26R-051: Beyond Economic Rationality: The Key Role of Social Influence and Environmental Attitudes in Residential Solar Panel Installation Intentions	Chien-Fu Chen, Taiwan
	2. 26R-052: Exploring the Experience of Long-Term Care Meal Service, Relationship Quality, and Behavioral Intention: A Case Study in Changhua, Taiwan	Da-Yuan Liao, Taiwan
	3. 26R-053: Using Importance-Performance Analysis (IPA) to Classify and Diagnose Service Quality of Taiwan Taxi Ride-Hailing App Platforms	Shan-Fong Lin, Taiwan
	4. 26R-054: The Impacts of Directors' and Officers' Liability Insurance on Firm ESG Performance: The Moderating Effects of Female Directors	Shih Hsien Sam Yang, Taiwan
	5. 26R-055: The Impact of Trust in Generative AI on Usage Intention: The Mediating Roles of Perceived Risk and Cognitive Load	Yu-Chung Wu, Taiwan
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LOCATION : Room 215

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Session 8.1 13 : 30 14 : 50	Chair : Dr. Po-Ying Chu, Tatung University, Taipei, Taiwan	
	1. 26R-067: An S-O-R Model of Healthy Cookware Purchase Intention: Comparing Quality Cues, Material Safety Confidence, and Health Consciousness	Yu-Hua Wu, Taiwan
	2. 26R-068: The Effects of Organizational Inducements on Job Pursuit Intention in Taiwanese SMEs	Hung-Cheng Chu, Taiwan
	3. 26R-070: A Study on the Influence of Business Center Environmental Aesthetics on Settlement Intention	Lei Lee, Taiwan
	4. 26R-071: Factors Influencing Brand Value Enhancement in Taiwan's Traditional Manufacturing Industry	Ko Mei Ju, Taiwan
	5. 26R-072: Factors Influencing Customers' Willingness to Purchase Green Photocopiers	Sheng-Chiang Chan, Taiwan
	6. 26R-074: Factors Influencing Tenant Renewal Intention in Coworking Spaces	Jui-Chi Lin, Taiwan
14 : 50 15 : 00	Tea Time	
5.Session 8.2 15 : 10 16 : 30	Chair : Dr. Jyh-Rong Chou, I-Shou University, Taiwan	
	1. 26R-075: From Individual Attitude to Organizational Adoption: Cross-Level Transformation of Green Renovation Intention in SMEs	Yi-Chih Wang, Taiwan
	2. 26R-076: Psychological Formation Mechanism of Purchase Intention toward Drinking-occasion Care Functional Beverages	Ching-Chiao Wang, Taiwan
	3. 26R-078: Drivers of Conspicuous Consumption in Luxury Brands: The Mediating Roles of Ideal Self-Congruity and Envy	Li-Chuan Huang, Taiwan
	4. 26R-081: Distraction or Metacognitive Cue? A Systematic Review of the Effects of Time-Synced Comments on Comprehension Calibration and Self-Regulated Learning	Wen-Xin Fan, Taiwan
	5. 26R-082: A Study on Gender Preferences in Watching Baseball Games Among University Students Using Eye-Tracking Technology	Min-Chih,Chiang, Taiwan
	6. 26R-096: Effects of Integrating an Aging Simulation Suit with VR on Designers' Presence, State Empathy, and Need Identification	Ding-Hau Huang, Taiwan
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DATE : July, 21 2026, Tuesday

LOCATION : Room 307

University of Phuong Dong, Hanoi Vietnam

Time	Topic of Seminar	Country
Session 9.1 13 : 30 14 : 50	Chair : Dr. Ong Harvey, De La Salle University, Manila, Philippines	
	1.26R-026: Innovation in Semiconductor Small and Medium Enterprises through Artificial Intelligence: A Socio-Technical Exploration of Simplified Administrative Operations and Improved Research & Development Productivity	Chou, Hsin-Fu, Taiwan
	2.26R-039: Median-Based Performance Ratio for Injection Molding Efficiency: Evidence from Non-Gaussian Analysis and SPC Extensions	Chen Yu Sun, Taiwan
	3. 26R-044: The Impact of Diversification Strategies on Corporate Performance Intermediary Resource Orientation	Lee Shu Jan, Taiwan
	4. 26R-046: Integration of Service Innovation and Green Management: A Case Study of the “2025 Cheng Run Sustainability Day”	Yen, An-Ni, , Taiwan
	5. 26R-047: From Inner Transformation to Sustainable Organizational Behavior: A Process-Based Psychological Mechanism	Chou, Shu-Ling, , Taiwan
	6. 26R-066: Unlocking the Secrets of the Wallet: Using FSQCA to Analyze Why Consumers Choose Specific Credit Cards for Daily Spending	Li-Wei Liu, Taiwan
	7. 26R-095: A Study on the Management Model of Gospel Rehabilitation Institutions: The Impact of Religious Belief and Social Support on the Self-Efficacy and Social Reintegration of Rehabilitators	Shu-Min Wan, Taiwan
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DATE : July, 22 2026, Wednesday

LOCATION : Room 205

University of Phuong Dong, Hanoi Vietnam

Time	Topic of Seminar	Country
Session 10.1 09 : 00 10 : 30	Chair : Dr. Ching-Jui Keng, National Taipei University of Technology, Taiwan	
	1. 26R-060: The Influence of Personality Traits on Customer Preferences for Department Store Cosmetics: Evidence from Taiwan	Su-Chin Huang, Taiwan
	2. 26R-061: Decoding the Clinical Cross: A Dual Full Mediation Model of Quasi-Medical Visual Cues in the Cosmeceutical Skincare Market	Chu-Chi, Lin, Taiwan
	3. 26R-022: Workplace Culture and Employee Performance in Public Institutions: An Empirical Study from Vietnam	An-Yu Guo, Taiwan
	4. 26R-040: Integrating Generative AI and Gamification to Enhance BESTEP Performance: A Case Study of a College English Empowerment Course	Wan-Yu Chang, Taiwan
	5. 26R-087: A Dual-Layer Perspective on Trust in AI Avatar Live Streaming Commerce: Scale Development and Validation	Ching-Jui Keng, Taiwan
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DATE : July, 22 2026, Wednesday

LOCATION : Room 206

University of Phuong Dong, Hanoi Vietnam

Time	Topic of Seminar	Country
Session 11.1 09 : 00 10 : 30	Chair : Dr. Nai-Chieh Wei, Department of Industrial Management, I-Shou University, Taiwan	
	1. 26R-056: Effective entrepreneurial marketing on YouTube - Take Taiwan as Example	Hao-Te Lu, Taiwan
	2. 26R-057: Customer Word-of-Mouth Communication in Building Interior Design and Decoration: Perspectives on Project Quality and Staff Quality	Jhong-Min Yang, Taiwan
	3, 26R-058: The Impact of Social Networks, Social Capital, and Electronic Word-of-Mouth on Purchase Intention: Evidence from Vietnamese Students in Taiwan	Thi Ly Pham, Taiwan
	4. 26R-097: Based on Data Envelopment Analysis to evaluation the promotion performance of knowledge management in agricultural industrial parks in China	Kuan-Hung Chen, China
	5. 26R-092: Anticipating the Brew: Demand Forecasting and Operational Efficiency in Metro Manila Artisan Coffee Shops	Harvey T. Ong Philippines
11 : 00	Return	

DATE : July, 22 2026, Wednesday

LOCATION : Room 208

University of Phuong Dong, Hanoi Vietnam

Time	Topic of Seminar	Country
Session 12.1 09 : 00 10 : 30	Chair : I-Ying, Chang, National Tsing Hua University, Taiwan,	
	1. 26R-029: The Impact of Curriculum Reform on Teacher Education in Taiwan: A Policy and Regulatory Perspective	Chien-Tang Chang, Taiwan
	2. 26R-032: Improving Handover Quality in a Postpartum Unit Using a Nursing Information System: A Quasi-Experimental Study	Wu, Pi Chi, Taiwan
	3. 26R-059: Understanding Medical Aesthetic Satisfaction: The Role of Lifestyle and Demographic Factors among Female Consumers	Hui-Chuan Hung, Taiwan
	4. 26R-062: Exploring the Successful Factors for Cafés of Repurposing Heritage Buildings	Cheng-Che Lin, Taiwan
	5. 26R-064: A study on electronic textbook integrated readers' theater teaching to MICE students' English learning effectiveness and motivation	I-Ying, Chang, Taiwan
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DATE : July, 22 2026, Wednesday

LOCATION : Room 210

University of Phuong Dong, Hanoi Vietnam

Time	Topic of Seminar	Country
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	1. 26R-021: Streamlining Transportation Logistics: A Six Sigma DMAIC Case Study	An-Yu Guo, Taiwan
	2. 26R-049: Multisensory Design of Tactile Color Symbols for Individuals with Low Vision to Support Color Recognition and Artistic Creation	Wen-Ting, Huang, Taiwan
	3. 26R-063: Using leadership to promote employee creativity: The perspectives of leader-member exchange, resource-based theory, and social exchange theory	Chi-Min Wu, Taiwan
	4. 26R-093: Design Exploration of Micro Rest Spaces for Urban Delivery Riders: Development of a Scooter-Attachable Table Product,	Ko-Hsun Hsu, Taiwan
	5. 26R-045: UX-Oriented Design and Usability Evaluation of a Touch-Gesture Classroom Lighting Interface: Educational Infrastructure Innovation in Smart Classrooms	Chi-Hung Lo, Taiwan
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Strategic Litigation as a Catalyst for Innovation: Game-Theoretic Insights from the GPU Industry

Katsumasa Tanaka,

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Abstract:

This study investigates how strategic litigation actively reshapes institutional conditions and redirects innovation trajectories, using the GPU industry as an empirical setting. Rather than treating litigation as a mere legal constraint, this study positions it as a dynamic institutional instrument through which firms influence market structures and reconfigure competitive landscapes. Drawing on dynamic and evolutionary game theory, the analysis examines four major lawsuits involving Intel, NVIDIA, and AMD, interpreting litigation outcomes as both strategic moves and institutional signals. The findings reveal that litigation can trigger not only market realignment but also organizational and technological reorientation. Notably, firms such as NVIDIA leveraged litigation-induced setbacks to pivot toward high-growth domains such as AI and data centers—nonlinear shifts that challenge the assumptions of gradual adaptation and rational optimization embedded in standard game-theoretic models. This study proposes a co-evolutionary framework that endogenizes litigation and regulatory dynamics within innovation strategy, offering a novel extension of game-theoretic approaches to discontinuous strategic adaptation.

Key Words: *Strategic Litigation, Institutional Strategy, Innovation Trajectories, Game Theory, GPU Industry*

Dynamic Capabilities and Organizational Knowledge: A Symbiotic Path to Competitive Advantage

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Abstract

This study examines how dynamic capabilities and organizational knowledge interact to shape competitive advantage and firm performance in dynamic business environments. Drawing on data from 533 firms in Taiwan and Vietnam, the study develops and validates a measurement model using structural equation modeling. The results reveal a strong reciprocal relationship between dynamic capabilities and organizational knowledge, indicating that knowledge processes both support and are enhanced by dynamic capabilities. However, dynamic capabilities do not directly influence competitive advantage; instead, their effects are realized indirectly through organizational knowledge. Competitive advantage, in turn, serves as the key mechanism linking capabilities and knowledge to firm performance. These findings provide a more nuanced understanding of the dynamic capabilities–competitive advantage relationship and highlight the importance of aligning knowledge processes with capability development in rapidly changing environments.

Keywords: *dynamic capabilities; organizational knowledge; competitive advantage; firm performance; strategic fit.*

The Impact of Diversification Strategies on Corporate Performance Intermediary Resource Orientation

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Abstract:

This study aims to explore how Taiwan's listed electronics industry can enhance organizational performance through diversification strategies in a dynamic competitive environment, and to deeply analyze the key intermediary role of Resource-Based View (RBV) in the strategy execution process. The study sample selected electronic companies listed on the Taiwan Stock Exchange between 2009 and 2018, and finally included 295 companies for empirical analysis.

The results of the study showed that: (1) the performance of related diversified firms in return on assets (ROA) and return on shareholders' equity (ROE) was significantly better than that of unrelated diversified firms, confirming the synergistic benefits of resource sector economies; (2) the degree of internationalization shows a non-linear relationship with corporate performance, indicating that overexpansion may lead to a decrease in marginal returns; (3) The core resources and functional capabilities of the enterprise have a significant mediating effect on strategic performance. This study suggests that managers should optimize resource allocation decisions when promoting organizational innovation and transformation, and establish sustainable competitive advantages through deep cultivation in related fields.

Keywords: *Diversification Strategy, Resource-Based Perspective (RBV), Organizational Performance, Internationalization, Electronics Industry*

Factors Influencing Brand Value Enhancement in Taiwan's Traditional Manufacturing Industry

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Abstract

This study takes Taiwan's traditional manufacturing industry as its research context. Targeting firms that have long operated under OEM/ODM models and face challenges of insufficient branding and an international competitive landscape shifting toward capability-driven competition, this study constructs an integrated "Firm Capabilities—Co-creation Value—Brand Value" model. Grounded in Service-Dominant Logic (SDL), Stakeholder Theory, and Brand Equity Theory, the study treats three complementary firm capabilities—marketing capability, innovation capability, and dynamic capability—as independent variables, customer co-creation value as the mediating variable, and brand value enhancement as the dependent variable, developing seven hypotheses in total (H1–H4 direct effects; H5–H7 mediating effects). The methodology employs a quantitative structured questionnaire, using stratified random sampling targeting traditional industries such as food, textiles, rubber and plastics, metal products, and machinery, with a target sample of 420 valid responses, and applies PLS-SEM for measurement and structural model analysis. Expected contributions include cross-theoretical integration, positioning co-creation value as the core mediating mechanism and extending it to B2B manufacturing contexts, and providing strategic guidance centered on "customer co-creation as the pivot" for traditional manufacturers transitioning from OEM/ODM to OBM brand transformation.

Keywords: *Taiwan's traditional manufacturing industry; brand value; customer co-creation value; marketing capability; innovation capability; dynamic capability*

Factors Influencing Tenant Renewal Intention in Coworking Spaces

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Abstract

This study investigates the factors influencing tenant renewal intention in coworking spaces under the context of new forms of work, including remote work, flexible employment, and the popularization of generative AI tools. Drawing on Expectation-Confirmation Theory, Social Exchange Theory, Place Attachment Theory, and Social Identity Theory, this study constructs an integrated model in which service quality and community experience act as antecedents; place attachment, brand identification, and tenant reciprocity act as mediators; and renewal intention serves as the outcome variable. A cross-sectional online survey with a structured questionnaire will be administered to individuals who have rented or continuously used coworking spaces. Partial Least Squares Structural Equation Modeling (PLS-SEM) will be employed to test nine hypotheses (H1–H9) and the mediating effects, targeting at least 300 valid responses. The findings are expected to clarify how functional fulfillment and social connection jointly shape tenant retention, and to provide theoretical and managerial insights for coworking space operators in retention strategy and brand management.

Keywords: *coworking space; renewal intention; service quality; community experience; place attachment; brand identification; tenant reciprocity*

Bridging Intellectual Capital to Business Performance: The Role of Digital Transformation and Mediating of Sustainable Corporate Performance

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Abstract

The purpose of this study is to develop a model of business performance grounded in intellectual capital. In a business context, companies must be responsible for building sustainable performance. Furthermore, the model is built based on the research gap between intellectual capital and business performance, adding variables of sustainable corporate performance and digital transformation. The theory that serves as the anchor in this study is the resource-based view theory. This study used managers as the unit of analysis by distributing 250 questionnaires. The analysis was then conducted using the structural equation model method with AMOS software. The results of the analysis of the developed hypotheses indicate that the results of the test of the mediating variable sustainable corporate performance are very significant, while the test of the direct effect between intellectual capital and business performance shows the opposite result, so this mediation model becomes a full mediation. The results of other hypothesis tests also show a significant effect of digital transformation on sustainable corporate performance and business performance. This research contributes, theoretically contributing to the development of a complex model on how to build a company's business performance through intellectual capital mediated by sustainable corporate performance, the contribution to business practice is to provide confidence to managers that business performance is built through sustainable corporate performance, and finally the contribution to society that the company's business performance must have an impact on society, the environment, and the economy at huge.

Keywords: *Intellectual capital, Sustainable corporate performance, business performance, Digital transformation,*

Systemic Determinants of Income Inequality in ASEAN: A Systematic Review and an Integrative Policy Framework for Inclusive Development

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Abstract

This study aims to systematically synthesize the determinants and policy responses to income inequality in ASEAN countries by addressing the fragmentation in the existing literature. This study challenges the conventional economic growth-based approach by demonstrating that inequality in modern economies is largely determined by structural, digital, and institutional factors. This study uses a Systematic Literature Review (SLR) approach based on the Tranfield et al. framework, analyzing 18 empirical articles from Scopus and Google Scholar from 2020–2025. Selection followed PRISMA, and study quality was assessed using the Joanna Briggs Institute.

The results indicate that inequality in ASEAN is a multidimensional phenomenon driven by spatial inequality ($\pm 70\%$), human capital ($\pm 78\%$), the digital divide ($\pm 61\%$), and institutional quality ($\pm 50\%$). These findings demonstrate the interdependence of determinants in shaping systemic inequality. This study proposes an integrative inequality framework that combines economic, social, technological, and institutional dimensions in a single analytical model. The implications of this research emphasize that growth-based policies alone are insufficient without cross-sectoral policy integration. Therefore, development strategies must focus on digital inclusion, human resource development, institutional reform, and regional redistribution to achieve inclusive and sustainable development.

Keywords: *Income inequality; ASEAN; Systematic literature review; Digital divide; Institutional quality; Inclusive development*

Managing the Integration of Digital and Ai Competence Development in Higher Education: A PDCA Based Conceptual Management Framework

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Abstract

Amid accelerating digital transformation, digital competence and artificial intelligence (AI) competence have become critical capabilities for university lecturers. Nevertheless, existing literature largely treats these competencies in isolation and provides limited insight into the role of management in their development. This study addresses this gap by proposing an integrated management approach to developing lecturers' digital and AI competencies based on the Plan–Do–Check–Act (PDCA) cycle.

Drawing on a systematic literature review and theoretical policy analysis, the study synthesizes key frameworks, including TPACK, DigCompEdu, and AI literacy, to construct a comprehensive competence structure. The PDCA cycle is employed to conceptualize a continuous and adaptive management model for competence development. The findings suggest that digital and AI competencies should be understood as an integrated system, with pedagogical competence serving as a mediating mechanism that enables the effective transformation of technological capabilities into meaningful teaching practices. Moreover, the effectiveness of competence development is shaped not only by training content but also by the organization and governance of the management system.

This study contributes by (1) integrating digital and AI competencies into a unified conceptual framework, (2) positioning management as a central mechanism in competence development through the PDCA cycle, and (3) linking competence development with quality management in higher education. The findings provide theoretical and practical implications for universities in designing sustainable faculty development strategies in the digital era.

Keywords: *digital competence, artificial intelligence, PDCA, digital transformation*

Digital Transformation and Government Performance in Vietnam: The Mediating Role of Partnering Agility through Dynamic Capabilities.

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Abstract

This study examines how digital transformation enhances government performance in Vietnam by drawing on dynamic capability theory. Specifically, the study investigates the direct effects of sensing capability, seizing capability, and transformation capability on government performance, while also exploring the mediating role of partnering agility in these relationships. A conceptual model was developed and empirically tested using survey data collected from 400 public servants in Hanoi and Ho Chi Minh City. The study employed reliability testing, confirmatory factor analysis, and structural model assessment to validate the proposed framework. The findings indicate that sensing capability, seizing capability, transformation capability, and partnering agility all have significant positive effects on government performance. In addition, partnering agility was found to mediate the relationships between dynamic capabilities and government performance, highlighting the importance of inter-organizational collaboration in the public sector's digital transformation process. These results suggest that governments can improve administrative efficiency, service quality, citizen satisfaction, and the digital literacy of civil servants by strengthening dynamic capabilities and fostering agile partnerships with internal and external stakeholders. The study contributes to the literature by providing empirical evidence from Vietnam and offering a practical framework for policymakers seeking to advance digital government and public sector performance.

Keywords: *Digital Transformation and Dynamic Capabilities*

Innovation in Semiconductor Small and Medium Enterprises through Artificial Intelligence: A Socio-Technical Exploration of Simplified Administrative Operations and Improved Research & Development Productivity

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Abstract

This study delves into the main methods by which artificial intelligence (AI) promotes innovation inside organizations in the semiconductor manufacturing industry, taking Chi-Yen Technology as a practical instance. In the period after Moores Law, small and medium-sized enterprises in the semiconductor industry face substantial challenges, such as high research and development requirements, shortages of labor, and inefficiencies in the transfer of tacit knowledge. This study adopts a qualitative method via action research, using participant observation to analyze the changing trends of the companys path to digital transformation. Moreover, it combines Science and Technology Studies (STS) theory to explore the interaction between technological progress and organizational operations.

The discoveries show that Qiyuan Technology attained remarkable efficiency enhancements through the implementation of centralized server data governance criteria and the streamlining of procedures. On the administrative side, regular daily working hours were reduced from 9 to 4, indicating a 55.5% increase in productivity. In research and development, AI-enabled predictive models decreased the number of required Design of Experiments (DOE) parameter sets from 20 to 5, reducing complexity by 75%, and the performance of complex mechanical calculations improved by more than 99%. The research stresses that the foundation of a successful AI-led digital transformation is to prioritize management. This involves establishing strong data governance frameworks, creating systems in line with organizational incentives, and fostering a cooperative environment between humans and machines. This research presents a useful framework and academic viewpoints to promote performance improvement and encourage organizational innovation in the manufacturing sector during the wide-scale integration of artificial intelligence.

Keywords: *Small and Medium Enterprises, Artificial Intelligence, Semiconductor, Research & Development Productivity*

A Study on the Reliability and Learning Motivation Impact of Multimodal Large Language Models in Industrial Design Critiques

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Abstract

With the explosion of generative artificial intelligence (GenAI) technologies, traditional "Studio-based Learning" (SBL) in industrial design faces challenges of insufficient instructional manpower and delayed feedback. This study aims to develop an asynchronous critique system based on Multimodal Large Language Models (MLLM) and investigate its application effectiveness in design education. A quasi-experimental design was employed, recruiting 30 industrial design students to verify system outcomes through differences in psychological scales and performance data before and after the artificial intelligence (AI) intervention. The results indicate that: regarding reliability, AI scores show a high positive correlation with teacher scores, confirming that MLLM possesses judgment criteria similar to experts when processing multimodal information in design works. In terms of learning motivation, students' total Motivated Strategies for Learning Questionnaire (MSLQ) scores significantly improved after using the AI, demonstrating that real-time diagnostic feedback effectively enhances students' intrinsic goal orientation and effort regulation strategies. This study confirms the transformative potential of MLLM as a "Smart Coach," effectively filling the feedback vacuum in asynchronous learning. The research contribution lies in establishing a practical framework for AI-assisted design critiques, providing an empirical foundation for future human-AI collaborative teaching models in design education.

Keywords: *MLLM, Industrial Design Education, Learning Motivation, Human-AI Collaboration, Grading Consistency.*

The Impact of Trust in Generative AI on Usage Intention: The Mediating Roles of Perceived Risk and Cognitive Load

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Abstract

Generative artificial intelligence (GAI) tools are spreading rapidly, yet their opaque logic and tendency to “hallucinate” create a tension between high productivity and low user confidence. Integrating trust theory, perceived risk theory, and cognitive load theory, this study constructs and empirically validates a dual-mediation model to elucidate the mechanisms through which trust shapes usage intention. Data were collected via a purposive survey of 312 experienced GAI users in Taiwan and analyzed using structural equation modeling (SEM). The results indicate that trust exerts a significant positive direct effect on usage intention ($\beta = 0.352$, $p < 0.001$). Furthermore, trust significantly mitigates both perceived risk ($\beta = -0.418$, $p < 0.001$) and cognitive load ($\beta = -0.285$, $p < 0.001$), both of which are found to negatively influence usage intention. Bootstrap-based mediation analysis confirms significant partial mediation through perceived risk (indirect effect = 0.089, 95% CI [0.042, 0.141]) and cognitive load (indirect effect = 0.056, 95% CI [0.018, 0.099]). The integrated model explains 58% of the variance in usage intention. This study proposes a “psychological safety valve” perspective, illustrating how trust functions as a dual-pathway mechanism to reduce both affective uncertainty and cognitive burden in human–AI interaction. This finding moves beyond purely utility-focused adoption models and carries implications for explainable AI (XAI) design and cognitive offloading strategies.

Keywords: *Generative AI; Trust; Perceived Risk; Cognitive Load; Usage Intention; SEM*

Using AHP to Explore University Students' Intention to Adopt Mobile Payments Based on UTAUT

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Abstract

Taiwan promoted digital economic growth, and in 2017, it was expected that mobile payment penetration would reach 90% by 2025; however, a field investigation found room for improvement in the payment environment in the commercial areas surrounding the campus. This study aims to investigate the key decision factors influencing undergraduate students' choice of mobile payment tools, providing a reference for merchants' future system implementation. The research targets students at University A in Yunlin and uses a two-stage research design. The first-stage questionnaire surveyed 60 mobile payments users, from which five core users with more than 10 uses per week were selected to complete the second-stage Analytic Hierarchy Process (AHP) questionnaire using the Unified Theory of Acceptance and Use of Technology (UTAUT) scale. The research framework covers five dimensions: effort expectancy, performance expectancy, intrinsic motivation, social influence, and perceived security. Empirical results show that among the five dimensions influencing mobile payment choice, effort expectancy (0.362) has the highest weight, followed by performance expectancy (0.276) and perceived security (0.256). In detailed items, the top three overall weights are 'operation method is very easy' (0.198), 'very useful to me' (0.122), and 'personal data will not be leaked' (0.119). The findings show that university students' choice of mobile payments highly relies on instrumental value (ease of use, usefulness, security), and they place less emphasis on hedonic value (intrinsic motivation) and social expectations (social influence). Finally, based on the empirical analysis, this study offers managerial implications: for merchants in campus business districts and payment providers, optimizing the payment process and establishing an information security trust mechanism are critical strategies to improve adoption among youth.

Keywords: Mobile payment, Analytic Hierarchy Process (AHP), Unified Theory of Acceptance and Use of Technology (UTAUT), User experience, Adoption intention

The Influence of Artificial Intelligence Product Design on User Trust, Risk Perception, and Willingness to Adopt

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Abstract

With the widespread application of artificial intelligence in smart customer service, recommendation systems, voice assistants, and generative AI tools, product design is no longer merely a matter of how functions are presented. It has increasingly become a key factor shaping users' psychological responses and adoption decisions. Against this backdrop, this study targeted the general public and employed a questionnaire survey for empirical analysis. A total of 500 questionnaires were distributed, of which 384 were valid, yielding an effective response rate of 77%. The findings indicate that artificial intelligence product design has a significant positive effect on user trust and a significant negative effect on risk perception. At the same time, user trust has a significant positive effect on willingness to adopt, whereas risk perception has a significant negative effect on willingness to adopt, suggesting that all research hypotheses were supported. Overall, better artificial intelligence product design can strengthen user trust, reduce perceived risk, and further enhance willingness to adopt. These findings may serve as a useful reference for future research on artificial intelligence product design, user behavior, and technology adoption.

Keywords: *Artificial Intelligence Product Design, User Trust, Risk Perception, Willingness to Adopt*

A Dual-Layer Perspective on Trust in AI Avatar Live Streaming Commerce: Scale Development and Validation

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Abstract

With the rapid growth of AI-Generated Content (AIGC), AI Avatars have become pivotal in live streaming commerce. However, existing research often treats trust as a unidimensional construct, failing to capture the complex multi-dimensional structure of AI interactions. This study develops and validates a dual-layer trust scale specifically for AI Avatar contexts, distinguishing between Cognitive Trust and Affective Trust. Following a rigorous scale development process—including construct definition, expert panel review, and pre-testing—data were collected from 508 consumers and analyzed using PLS-SEM. Results demonstrate that the scale possesses high internal consistency, convergent validity, and discriminant validity. The findings confirm that trust in AI interaction involves a dual-process of rational evaluation and emotional attachment. Theoretically, this study extends classical trust theory to the AI domain. Practically, it provides a diagnostic tool for businesses to optimize human-AI interaction designs and enhance customer relationship management in digital commerce. These findings indicate that trust in AI-mediated interactions operates through dual psychological mechanisms—cognitive evaluation and emotional response—consistent with dual-process theory, which posits that human judgments arise from both analytical and intuitive processes.

Keywords: *AI Avatar; Live-streaming Commerce; Dual-layer Trust; Cognitive Trust; Affective Trust; Scale Development*

Beyond Seamless Shopping: Unveiling the Pathways from Retail Innovation to Omnichannel Loyalty through Customer Value, Technology Readiness and Switching Resistance

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Abstract

This study explores the impact of retail innovation on enhancing omnichannel customer experience and loyalty, with particular emphasis on the mediating roles of perceived value and trust, and the moderating effects of technological readiness and switching cost. Anchored in the Stimulus–Organism–Response (S–O–R) framework, a conceptual model is developed and tested within the context of Indonesia’s dynamic retail sector. A cross-sectional survey of 240 omnichannel retail consumers was conducted, and the data were analysed using Partial Least Squares Structural Equation Modelling. The findings reveal that retail innovation significantly enhances perceived value, integration quality, and customer engagement. Technological readiness positively moderates these relationships, suggesting that digitally capable consumers respond more favourably to retail innovations. Conversely, the relationship between customer engagement and switching cost is non-significant, indicating that emotional involvement alone may not deter switching behaviour. Instead, functional convenience and perceived friction appear more influential. This study extends the S–O–R model by incorporating contextual moderators and highlights cultural nuances influencing consumer decision-making in emerging markets. From a practical perspective, the findings suggest that retailers should complement emotionally engaging strategies with efforts to reduce channel-switching barriers and align innovations with consumer readiness. These insights offer valuable guidance for building sustainable customer loyalty through locally attuned omnichannel strategies.

Keywords: *Retail Innovation; Omnichannel Experience; Perceived Value; Customer Engagement; Technological Readiness; Switching Cost*

Innovation versus Integration: Unpacking the Mediating Mechanisms between Digital Transformation and ESG Performance

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Abstract

This study systematically examines the impact of digital transformation on the achievement of Environmental, Social, and Governance (ESG) criteria in small and medium-sized enterprises (SMEs) within the manufacturing sector, while elucidating the mediating roles of two pivotal factors: innovation capabilities and the level of integrated solutions. Drawing upon the Resource Orchestration (RO) Theory, the research develops and validates a comprehensive conceptual model based on survey data collected from 375 manufacturing SMEs in Vietnam. Structural equation modeling, using the Partial Least Squares (PLS-SEM) approach, reveals that digital strategy and the degree of modern technology adoption act as powerful drivers of digital transformation, thereby enhancing ESG performance not only through direct effects but also via indirect pathways. The findings further indicate that innovation capabilities serve as a stronger mediator than the level of integrated solutions, challenging the prevailing assumption that service-oriented business models constitute the primary pathway to sustainability in manufacturing. Moreover, the ESG components—namely, environmental protection, social responsibility, and corporate governance—each make substantial contributions to improving firms' sustainable performance. This study enriches the academic body of knowledge by clarifying the mechanisms through which digital transformation generates sustainable value and offers important practical implications for SME managers and policymakers in orienting, designing, and implementing digital transformation initiatives that are closely aligned with ESG objectives.

The Impact of ESG Practices on Brand Trust and Brand Loyalty in the Hospitality Industry: The Mediating Role of PZB Service Quality Gaps

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Abstract

Environmental, Social, and Governance ESG practices have become a critical strategic concern for the hospitality industry as consumers increasingly expect firms to demonstrate sustainability, social responsibility, and governance transparency. Although prior studies have examined the direct effects of ESG on corporate reputation, customer attitudes, and financial performance, relatively limited attention has been paid to how ESG practices influence brand relationship outcomes through service delivery mechanisms. Drawing on stakeholder theory, signaling theory, and the PZB Service Quality Gap Model, this study proposes an integrative framework in which perceived service quality gaps mediate the relationships between ESG practices and brand trust as well as brand loyalty. Data will be collected through an online survey of consumers who have stayed at hotels in Taiwan within the past 12 months and have noticed ESG-related practices or communications. A target sample of at least 350 valid responses will be analyzed using Partial Least Squares Structural Equation Modeling PLS-SEM. This study expects that ESG practices positively influence brand trust and brand loyalty, reduce perceived service quality gaps, and indirectly enhance brand relationship outcomes through narrowing such gaps. The findings are expected to contribute to sustainability management and service quality literature by identifying service quality gaps as a key transmission mechanism between ESG implementation and customer-based brand outcomes in the hospitality context.

Keywords: *ESG practices; PZB model; service quality gap; brand trust; brand loyalty; hospitality industry*

Exploring the Impact of Campus Net-Zero Sustainability Initiatives on Student Behavioral Change

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Abstract

This study examines university students' behavioral change toward campus net-zero sustainability initiatives using the Theory of Planned Behavior (TPB) and Structural Equation Modeling (SEM). The results indicate that attitude has a significant positive effect on behavioral intention, while subjective norm significantly influences perceived behavioral control. However, the direct effects of subjective norm and perceived behavioral control on behavioral intention are not significant.

These findings suggest that positive attitudes are the primary driver of students' engagement in sustainability practices, whereas social pressure and perceived ability alone are insufficient to translate intention into action. The study also reveals a gap between awareness and actual behavior. Theoretically, this research extends TPB in the context of higher education sustainability. Practically, it provides insights for universities to enhance sustainability education by fostering intrinsic motivation and strengthening students' engagement in net-zero initiatives.

Keywords: *Net-Zero Sustainability; Theory of Planned Behavior, Campus Sustainability*

Integration of Service Innovation and Green Management: A Case Study of the “2025 Cheng Run Sustainability Day”

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Abstract

This study aims to explore how service innovation and green management can be integrated into large-scale public sporting events and transformed into concrete and measurable sustainable experiences. Using the “2025 Cheng Run Sustainability Day” as a case study, this research proposes the concept of “Value Compression,” which transforms the traditional 42-kilometer marathon into a 4.2-kilometer inclusive participation model. This approach reduces resource consumption while simultaneously enhancing environmental, social, and experiential value.

The study particularly emphasizes the innovative integration of cross-cultural narratives by translating the international cultural elements of the 39th French themed wine marathon into Kaohsiung’s local context as a maritime city. Through this transregional cultural connection, the event demonstrates a value reconstruction process that evolves from a “local event” into an “international sustainability narrative.”

The findings indicate that when sustainability shifts from symbolic advocacy to institutionalized and verifiable mechanisms, combined with cross-cultural storytelling, it can form an innovative service model with internationally recognizable sustainability discourse.

This study further proposes “Value Compression” as a new logic of service innovation, suggesting that under sustainability-oriented development, value can be generated through reduction and resource reallocation. Furthermore, sustainability innovation may evolve from “voluntary action” toward “institutionalized verification,” thereby forming a scalable and diffusive sustainable service innovation model.

Keywords: *Service Innovation; Green Management; Value Compression; ESG; Weiwuying; Classical Music Marathon; Taiwan Emissions Exchange Promotion Association (TEEPA); Voluntary Carbon Neutrality*

Beyond Economic Rationality: The Key Role of Social Influence and Environmental Attitudes in Residential Solar Panel Installation Intentions

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Abstract:

Amid the global wave of energy transition, the widespread adoption of residential solar photovoltaics is crucial for achieving environmental sustainability goals. Traditional green energy marketing and policies often rely on the "homo economicus" assumption, presuming that installation costs and anticipated financial returns (e.g., utility savings or feed-in tariffs) are the primary drivers of consumer adoption. However, drawing upon the Unified Theory of Acceptance and Use of Technology (UTAUT), this study challenges these conventional views through a Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis of 373 potential consumers with housing decision-making authority in Taiwan. Surprisingly, the empirical results indicate that "Performance Expectancy" and "Cost Expectancy" do not significantly drive the intention to install residential solar panels directly. Instead, "Social Influence" emerged as the sole significant positive driver. More importantly, this study uncovers a critical buffering mechanism: a robust "Environmental Attitude" significantly weakens the negative impact of cost expectancy on installation intentions. Additionally, a notable gender difference was observed, where male decision-makers are more likely to translate facilitating conditions into actual intentions. This study extends the theoretical boundaries of green energy marketing, suggesting that policymakers and solar energy providers should pivot from purely "financial incentive strategies" toward "community-driven social proof" and "environmental value awakening" to break through the current bottlenecks in residential green energy promotion.

Keywords: *Green Energy Marketing; UTAUT; Social Influence; Environmental Attitude; Consumer Decision-Making; Residential Solar Photovoltaics*

The Impacts of Directors' and Officers' Liability Insurance on Firm ESG Performance: The Moderating Effects of Female Directors

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Abstract

This study investigates the relationship between Directors' and Officers' (D&O) liability insurance and corporate Environmental, Social, and Governance (ESG) performance, with particular emphasis on the moderating role of female directors. Drawing upon agency theory, stakeholder theory, and upper echelons theory, we argue that D&O insurance serves as an external governance mechanism that incentivizes risk-averse managers to pursue long-term value creation through enhanced ESG investments. Simultaneously, we contend that board gender diversity, manifested through the presence of female directors, strengthens this relationship by bringing diverse perspectives, heightened ethical sensitivity, and superior monitoring capabilities to board deliberations. Utilizing a sample of Taiwanese listed companies covering the period from 2011 to 2021, comprising 1,410 firm-year observations, we employ pooled ordinary least squares (OLS) regression with robust standard errors to test our hypotheses. The empirical results reveal that D&O insurance coverage, measured by insurance dummy, number of insurers, and premium-to-revenue ratio, exerts a significantly positive influence on ESG performance. Furthermore, the moderating effect analysis demonstrates that female directors significantly amplify the positive relationship between the number of insurers and ESG performance, while exhibiting a positive but statistically weaker interaction effect for other D&O insurance measures. These findings contribute to the burgeoning literature on insurance governance and sustainable corporate practices by highlighting the complementary roles of external risk transfer mechanisms and internal board diversity in driving ESG outcomes. The study offers important implications for corporate boards, insurance underwriters, and policymakers seeking to advance sustainable business practices through improved governance architectures.

Keywords: *Directors' and officers' liability insurance; ESG performance; Female directors; Corporate governance; Sustainability; Board gender diversity*

Factors Influencing Customers' Willingness to Purchase Green Photocopiers

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Abstract

Against the backdrop of rising global awareness of sustainable development and ESG (Environmental, Social, and Governance) principles, green office equipment has become a critical element of corporate sustainability. Yet existing research on green product adoption has concentrated overwhelmingly on individual consumers, leaving the determinants of enterprise procurement of green office equipment — and photocopiers in particular — comparatively underexplored. To address this gap, this study develops an integrated conceptual model grounded in the Theory of Planned Behavior (TPB) and Service-Dominant Logic (SDL) to theorize how a Healthy Workplace Environment (HWE) and Equipment Utility and Propriety (EUP) shape enterprises' green attitude (GAT) toward photocopiers, and how this attitude in turn drives their Purchase Intention (PI) for green photocopiers, with Organizational Culture (OC) positioned as a moderator of the attitude-intention link. The contribution of this paper lies in articulating the theoretical foundations, research model, and hypotheses that together address theoretical gaps in B2B green procurement research and provide a foundation for subsequent empirical investigation.

Keywords: *Green Photocopier; Healthy Workplace Environment; Equipment Utility and Propriety; Green Attitude; Organizational Culture; Purchase Intention; Theory of Planned Behavior; Service-Dominant Logic*

From Individual Attitude to Organizational Adoption: Cross-Level Transformation of Green Renovation Intention in SMEs

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Abstract

Green renovation adoption is a key organizational decision through which SMEs operationalize health, environmental, and sustainability principles under prevailing ESG disclosure trends. Whether individual-level environmental attitudes alone can explain such an organizational decision remains unclear. Integrating the Value-Belief-Norm Theory (VBN) and the Theory of Planned Behavior (TPB), and using Upper Echelon Theory as a theoretical bridge, this study introduces Sustainability/ESG Commitment (SESC) as a cross-level transformation mechanism between attitude and adoption intention. A survey of 150 SME decision-makers was analyzed using PLS-SEM. Three findings emerged. First, the internal VBN chain ($AC \rightarrow AR \rightarrow PN \rightarrow ATT$) was fully supported, with $R^2 = .681$ for attitude. Second, attitude strongly predicted SESC ($\beta = .764, p < .001$), and SESC in turn predicted adoption intention ($\beta = .496, p < .001$). Third, the direct effects of attitude, subjective norm, perceived behavioral control, and personal norm on adoption intention were all non-significant, whereas attitude indirectly affected adoption intention through SESC ($\beta = .379, p < .001$), constituting full mediation. Green renovation adoption is thus not driven directly by individual attitudes but unfolds as a cross-level process: moral attitude formation, sustainability commitment transformation, and adoption intention. The study advances green renovation research toward an organizational-level perspective grounded in sustainability governance and strategic commitment, with implications for SME sustainability transformation.

Keywords: *green renovation; sustainability/ESG commitment; Value-Belief-Norm Theory; Theory of Planned Behavior; small and medium-sized enterprises*

Environmental Performance Evaluation of Sustainable Urban Development Based on DEA

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Abstract

In face of energy consumption and environmental pollution derived from economic development, the balance of negative environmental effects generated from continuous economic development has become a primary issue for countries in the world. When sustainable development is enhanced from global level to cities, the so-called sustainable city emerges, and the goal of city is to pursue sustainable environmental development. Taking Kaohsiung City in Taiwan as the research object, “Delphi Method” and “Data Envelopment Analysis” are utilized in this study. According to the public data of annual reports in various districts to select input/output performance indices for data empirical analyses, it provides the reference for improvement. The research results are summarized as below. 1. There is merely one unit presenting strong efficiency on overall technical efficiency at Stage 1 and Stage 2. 2. The overall efficiency mean of all evaluated DMUs is lower than the overall efficiency means of production and effectiveness at Stage 2. 3. Malmquist Index is applied to the productivity change analysis in this study, and total factor productivity changes of the districts appear growth on production at Stage 1 and Stage 2 as well as effectiveness at Stage 2. Finally, according to the results to propose suggestions, it is expected to provide guidance for city decisions, assist in the information communication among residents, and help cities and government units review work effectiveness and well distribute resources to bottom-up promote sustainable development and become the assistance in the country getting into sustainability.

Keywords: *city development, sustainable environment, environmental performance, performance evaluation*

Is there Causality Relationship between Corporate Performance and Energy Efficiency? An Empirical Evidence from Fertilizer Industry in Indonesia

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Abstract

This study examines the dynamic relationship between corporate performance, energy efficiency, and environmental & social responsibility cost (ESRC) using panel data from six fertilizer companies in Indonesia over the period 2013–2024. The analysis employs the Panel Vector Autoregression (PVAR) model and Granger causality test to capture interdependencies and causal linkages among variables. The results reveal that corporate performance, energy efficiency, and ESRC exhibit strong dynamic persistence and interact in a complex manner across time. Energy efficiency is found to significantly influence corporate performance, while ESRC also plays a crucial role in shaping firm performance. Furthermore, a bidirectional causal relationship exists between energy efficiency and ESRC, indicating their complementary roles in supporting sustainable business practices. These findings suggest that sustainability-related investments may impose short-term costs but generate long-term benefits through improved efficiency and competitiveness. The study highlights the importance of integrating energy efficiency and social-environmental responsibility into corporate strategy. It provides empirical evidence that sustainability practices are key drivers of long-term firm performance, particularly in energy-intensive industries such as fertilizer production.

Keywords: *Corporate Performance; Energy Efficiency; Environmental and Social Responsibility Cost (ESRC);*

Lending Against the Tide: Coastal Credit Mismatch, Subsidence-Adjusted Bank Risk, and the Climate-Vulnerability Loan Premium in Pantura Central Java

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Abstract

The northern coast of Central Java, where land subsides between 2 and 20 centimetres per year and where bank credit reached IDR 423.5 trillion by mid-2025, provides a unique empirical laboratory for examining how the banking system prices and allocates credit in the presence of climate physical risk. We construct three diagnostic measures: the Coastal Credit Mismatch Index (CCMI) that captures sectoral under-allocation of credit to coastal-anchor sectors; the Subsidence-Adjusted Non-Performing Loan ratio (SANPL) that augments observed NPL with a physical-fragility loading; and the Climate-Vulnerability Loan Premium (CVLP) that quantifies the additional interest-rate compensation lenders would require under risk-neutral pricing. Using an unbalanced panel of 13 Pantura kabupaten over 2016 to 2021, we find that subsidence raises SANPL by approximately 4.6 basis points per centimetre-year (t-statistic equal to 3.3), with the effect compounding to approximately 55 basis points in Demak over the 6-year sample. The estimated CVLP for the highest-subsidence kabupaten reaches 135 to 270 basis points but is largely absent from the observed sectoral lending rate structure. The findings have direct implications for the asset-liability management of Indonesian regional banks, for OJK macroprudential reporting requirements, and for the design of the kafalah subsidy that underwrites KUR lending in subsidence-affected coastal areas.

Keywords: *Climate physical risk; bank credit allocation; land subsidence; non-performing loans; coastal Indonesia; KUR; macro prudential policy.*

Blue Innovation, Environmental Strategy, and Organizational Value: The Mediating Roles of Competitive Advantage and Business Sustainability

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Abstract

This study investigates the effects of Blue Innovation and Environmental Strategy on Organizational Value through the mediating roles of Competitive Advantage and Business Sustainability among Fishermen Joint Business Groups (JBG) in Makassar City, Indonesia. Grounded in the Resource-Based View (RBV), Natural Resource-Based View (NRBV), Stakeholder Theory, and Triple Bottom Line Theory, the study examines how innovation and environmental capabilities contribute to value creation in community-based fisheries organizations operating within the blue economy framework. A quantitative research design was employed using a survey of 213 members and managers of JBGs. Data were analyzed using Structural Equation Modeling (SEM) with AMOS. The results indicate that Environmental Strategy has a positive and significant effect on Competitive Advantage, Business Sustainability, and Organizational Value. Furthermore, Competitive Advantage and Business Sustainability significantly mediate the relationship between Environmental Strategy and Organizational Value. In contrast, Blue Innovation does not significantly influence Competitive Advantage, Business Sustainability, or Organizational Value, either directly or indirectly. These findings suggest that environmental strategic capabilities play a more critical role than blue innovation in enhancing organizational value within fisheries-based organizations. The study contributes to the blue economy and sustainability literature by providing empirical evidence from community-based fisheries organizations, a context that has received limited scholarly attention. Practically, the findings highlight the importance of strengthening environmental strategies and sustainability-oriented management practices to improve competitiveness, sustainability performance, and long-term organizational value.

Keywords: *Blue Innovation; Environmental Strategy; Competitive Advantage; Business Sustainability; Organizational Value.*

Cross-Sectional Preference or Dynamic Response? Revisiting the ESG–Institutional Ownership Nexus in ASEAN

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Abstract

This study examines the relationship between environmental, social, and governance (ESG) performance and institutional ownership among publicly listed firms in five ASEAN countries, ie, Indonesia, Malaysia, Singapore, Thailand, and the Philippines, during 2017–2023. While prior studies generally suggest that superior ESG performance attracts institutional investors, it remains unclear whether investors actively respond to ESG improvements over time or simply prefer firms with established sustainability profiles. This study further investigates the potential bidirectional relationship between ESG performance and institutional ownership as well as cross-country heterogeneity within ASEAN. Using a panel dataset of 1,032 firm-year observations, the analysis employs pooled ordinary least squares (OLS), fixed-effects (FE), random-effects (RE), and high-dimensional fixed-effects (HDFE) estimators. Additional analyses include lagged ESG specifications and reverse-causality models. The results show that ESG performance is positively associated with institutional ownership in pooled regressions. However, the relationship weakens substantially after controlling for firm-specific heterogeneity and becomes insignificant when lagged ESG is introduced. These findings suggest that institutional investors primarily favor firms with established ESG characteristics rather than dynamically reallocating capital in response to short-term ESG improvements. The reverse-causality analysis reveals that institutional ownership positively influences ESG performance, supporting the monitoring role of institutional investors. The results also indicate significant cross-country heterogeneity across ASEAN markets. Overall, the findings suggest that the ESG–institutional ownership nexus in ASEAN is bidirectional, institutionally contingent, and driven mainly by cross-sectional differences across firms. This study contributes to the sustainable finance literature by distinguishing investor preferences for ESG characteristics from investor responses to ESG improvements.

Keywords: *ESG performance, institutional ownership, sustainable finance, institutional investors, ASEAN.*

Using the Analytic Hierarchy Process to Explore the Core Competencies of Online Spokespeople from the Perspective of Restaurant Executives

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Abstract

This study investigates the key criteria for selecting online spokespeople in the restaurant industry within the context of digital marketing. While prior research has emphasized the impact of influencers on consumer behavior, limited attention has been given to systematic selection frameworks. To address this gap, this study applies the Analytic Hierarchy Process (AHP) to construct a multi-criteria decision model from the perspective of restaurant executives. Based on literature review and expert evaluation, four dimensions and sixteen criteria were identified, including influence quality, trust and relationship, content expertise, and professional background. The results reveal that influence-related indicators—particularly follower scale, reachability, and conversion capability—are the most critical, followed by trust-related factors such as reputation risk and follower trust. In contrast, traditional professional background plays a relatively minor role. This study contributes to the digital marketing literature by providing a structured evaluation framework and offers practical insights for restaurant managers in selecting effective online spokespeople to enhance brand performance and competitiveness.

Keywords: *Analytic Hierarchy Process (AHP), Online Spokespeople Selection, Restaurant Digital Marketing*

Effective entrepreneurial marketing on YouTube – Take Taiwan as Example

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Abstract

As YouTube has risen to become a mainstream global social media platform, its massive traffic has spurred diverse video content and a creator economy. However, with the high frequency of fluctuations in channel subscribers and viewership, how creators can maintain their competitiveness has become a core issue. This study explores the impact of endorser reputation, channel image, and channel differentiation on subscription intent from an entrepreneurial marketing perspective. We employ a quantitative research method, using non-probability convenience sampling to conduct a questionnaire survey among the general public with YouTube viewing habits. The results show that endorser reputation and channel differentiation have a significant positive impact on subscription intent; however, the impact of channel image is not significant. The findings confirm that creators who can establish unique differentiating characteristics can effectively solidify audience loyalty and create competitive barriers, allowing them to stand out in a highly competitive market and thereby increase audience following intent.

Keywords : *Entrepreneurial marketing · Endorser reputation, Channel image, Channel differentiation, Subscription intent*

Customer Word-of-Mouth Communication in Building Interior Design and Decoration: Perspectives on Project Quality and Staff Quality

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Abstract

Customers in the interior design and decoration industry typically exhibit high levels of involvement due to substantial financial investments and lengthy purchasing processes. This study aims to explore the key factors that promote positive word-of-mouth (WOM) communication, which serves as a critical competitive advantage in this market. Data were collected through an online questionnaire, resulting in 301 valid samples. Statistical analyses, including multiple regression, t-tests, and moderation analysis, were performed using SPSS. The findings indicate that service quality, process quality, and finished quality significantly and positively influence customers' intentions to engage in positive WOM. In contrast, relationship quality does not have a significant impact. Furthermore, while project delivery delays significantly affect WOM intentions, the presence of additional project payments does not lead to a significant difference. Moderation analysis further reveals that neither additional payments nor delivery delays significantly moderate the proposed paths. Based on these results, this study suggests that interior design practitioners should prioritize quality management and timely project completion to foster positive reputations.

Keywords: *Interior design and decoration, service quality, process quality, finished quality, relationship quality, positive word-of-mouth communication intention, additional project payments, project delivery delays.*

The Impact of Social Networks, Social Capital, and Electronic Word-of-Mouth on Purchase Intention: Evidence from Vietnamese Students in Taiwan

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Abstract

This study investigates the effects of social networks, social capital, electronic word-of-mouth (eWOM), international brand attitude, and cultural distance on purchase intention, using Vietnamese students in Taiwan as the research context. Employing Partial Least Squares Structural Equation Modeling (PLS-SEM), this study aims to elucidate the mechanisms through which these factors shape consumer decision-making in an increasingly digitalized and globalized environment, where purchasing behavior is influenced by complex social interactions rather than traditional information sources alone. Data were collected using convenience and snowball sampling methods, yielding 304 valid responses.

The structural model results reveal that eWOM, social capital, and subjective norms have significant positive effects on international brand attitude, with eWOM exerting the strongest influence. Furthermore, international brand attitude has the most substantial positive effect on purchase intention, highlighting its central role in shaping consumer behavior. Cultural distance is also found to have a significant positive effect on purchase intention, suggesting that cultural differences may influence consumption patterns in cross-cultural contexts. However, the interaction effect between cultural distance and international brand attitude is not significant, indicating the absence of a moderating effect. Overall, purchase intention is primarily influenced through the pathway in which eWOM affects international brand attitude, which subsequently drives purchase intention.

Keywords: *Social Network, Social Capital, Electronic, eWOM, Perceived Brand Globalness (PBG), Purchase Intention*

The Influence of Personality Traits on Customer Preferences for Department Store Cosmetics: Evidence from Taiwan

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Abstract

This study examines the influence of personality traits and demographic variables on customer preferences for department store cosmetics. Using a quantitative research approach, 150 valid questionnaires were collected from consumers with prior cosmetics purchasing experience. Data were analyzed through descriptive statistics, factor analysis, reliability analysis, independent samples t-tests, one-way ANOVA, and Pearson correlation analysis. The findings indicate that demographic variables have limited influence on customer preferences, with only gender showing a significant effect on the “preference and sharing” dimension. In contrast, personality traits demonstrate stronger explanatory power. Empathy and self-discipline are positively associated with “preference and sharing,” while uniqueness is positively related to “brand trust.” Extraversion, however, shows a negative correlation with brand trust. These results suggest that personality traits influence both emotional and cognitive evaluations of cosmetics brands. Overall, the study confirms that customer preferences are shaped more by internal psychological traits than by demographic factors. The findings provide practical implications for cosmetics brands in market segmentation and marketing strategy development, while also contributing empirical evidence to consumer behavior research.

Keywords: *Personality Traits; Demographic Variables; Customer Preference; Cosmetics Consumption; Brand Trust; Consumer Behavior*

Decoding the Clinical Cross: A Dual Full Mediation Model of Quasi-Medical Visual Cues in the Cosmeceutical Skincare Market

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Abstract

In the contemporary cosmeceutical skincare market, visual cues are increasingly utilized to signal product efficacy and safety. This study investigates the impact of quasi-medical visual heuristics, specifically the "Clinical Cross Symbol," on young adult consumers' purchasing behavior regarding high-involvement products (e.g., facial cleansers). Anchored in the Stimulus-Organism-Response (S-O-R) paradigm and Signaling Theory, this research empirically examines the relationships among symbol recognition, perceived value, product trust, and purchase intention. A quantitative cross-sectional methodology was employed, yielding 233 valid survey responses from university students. Data analysis via PLS-SEM reveals that consumers' recognition of the clinical cross symbol significantly and strongly drives both their perceived value and product trust. Notably, the empirical results confirm a classic dual full mediation mechanism: the direct effect of the visual cue on immediate purchase intention is strictly non-significant. Instead, the quasi-medical symbol functions purely as an environmental stimulus that must be psychologically translated into product trust and perceived value to successfully secure a sale. Furthermore, product trust was found to exert a stronger pull-on purchase intention than perceived value, highlighting the hyper-risk aversion of the young demographic. These findings offer profound theoretical insights into visual marketing by challenging the assumption of direct heuristic-driven purchases, and provide highly actionable, data-driven guidelines for brands leveraging clinical symbols in their omni channel packaging strategies.

Keywords: *Quasi-Medical Cues, Clinical Cross Symbol, Dual Full Mediation, Product Trust, Perceived Value, Stimulus-Organism-Response (S-O-R) Paradigm, Cosmeceuticals.*

An S-O-R Model of Healthy Cookware Purchase Intention: Comparing Quality Cues, Material Safety Confidence, and Health Consciousness

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Abstract

Drawing on the Stimulus-Organism-Response (S-O-R) framework, this study examines the formation mechanism of purchase intention for healthy cookware. It conceptualizes extrinsic quality cue perception (EQCP), intrinsic quality cue perception (IQCP), perceived material safety confidence (PMSC), and health consciousness (HC) as stimulus variables; family meal intention (FMI) and anticipated cooking experience (ACE) as internal psychological responses; and purchase intention (PI) as the behavioral response. Using A-Ma brand cast iron cookware as the research context, this study collected 134 valid responses through an online questionnaire and analyzed the data using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4. Results show that ACE exerts the strongest effect on PI ($\beta = .763$, $f^2 = .865$); PMSC produces a significant indirect effect on PI through ACE ($\beta = .265$, $p = .005$); and HC forms a serial mediation effect on PI through FMI and ACE ($\beta = .107$, $p = .023$). In contrast, general quality cues exhibit limited effects, suggesting that PMSC may have absorbed the material-safety component of intrinsic quality cues most contextually salient for healthy cookware. By extending the S-O-R framework to the food contact material context, this study offers practical implications for healthy cookware brands in safety communication, experience design, and family meal context marketing.

Keywords: *S-O-R model; food contact materials; perceived material safety confidence; anticipated cooking experience; purchase intention*

Psychological Formation Mechanism of Purchase Intention toward Drinking-occasion Care Functional Beverages

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Abstract

Rising health consciousness, combined with the persistence of social drinking culture, has driven the emergence of drinking-occasion care functional beverages as a distinct product category. These products embody a psychological tension between hedonic consumption and health maintenance, yet most existing research on functional foods focuses on general health products and offers limited insight into purchase decisions formed under this conflict. Building on the Theory of Planned Behavior (TPB) and Compensatory Health Beliefs (CHB), this study develops an integrated model of purchase intention formation. Because the product class is widely accessible and inexpensive in Taiwan, perceived behavioral control offers limited explanatory power, so the model retains attitude and subjective norm from TPB and supplements them with CHB. Compensatory health beliefs and subjective norms are specified as antecedents; perceived product effectiveness (cognitive route) and product attitude (affective route) serve as dual mediators of purchase intention; price sensitivity is introduced as a moderator expected to attenuate the effects of the two mediators. Eight hypotheses are proposed. A cross-sectional online survey of Taiwanese adults aged 20 or above with drinking experience in the past year will be conducted using purposive and convenience sampling, targeting at least 300 valid responses measured on seven-point Likert scales. Analysis will proceed through reliability and validity testing, exploratory and confirmatory factor analysis, structural equation modeling, bootstrapped mediation, and interaction-term moderation. Theoretically, the study extends CHB into a hedonic–health conflict consumption context and clarifies its mediating role; practically, it offers brands an evidence base for balancing efficacy claims against price positioning.

Keywords: *Theory of Planned Behavior; Compensatory Health Beliefs; Product Attitude; Price Sensitivity; Drinking-occasion Care Functional Beverage*

Drivers of Conspicuous Consumption in Luxury Brands: The Mediating Roles of Ideal Self-Congruity and Envy

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Abstract

In contemporary symbolic consumption settings, conspicuous consumption is no longer driven solely by displays of wealth but by an interplay of perceptual, affective, social, and self-related psychological mechanisms. Drawing on symbolic consumption theory, self-concept theory, and social comparison theory, this study develops an integrated model that examines how luxury perception, brand emotional attachment, and sensitivity to others' opinions influence conspicuous consumption motivation, both directly and indirectly through ideal self-congruity and envy. The model is to be empirically tested on Taiwanese consumers of luxury brands using a structured online questionnaire (target $N \geq 400$) and structural equation modeling. By integrating cognitive (ideal self-congruity) and affective (envy) mediating pathways within a single framework, this study contributes to the theoretical understanding of how external brand cues are transformed into internal motives, and provides practical implications for luxury brand positioning and communication in the Chinese cultural context.

Keywords: *Luxury perception; brand emotional attachment; sensitivity to others' opinions; ideal self-congruity; envy; conspicuous consumption motivation; symbolic consumption; structural equation modeling.*

“I’m Just Gonna Get One”: Curiosity, Impulse Buying, and Compulsive Blind Box Consumption among Filipino Generation Z Consumers

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Abstract

Blind box marketing has become increasingly popular among Filipino Generation Z consumers due to its use of uncertainty, novelty, and surprise to encourage repeated purchasing behavior. Guided by the Stimulus–Organism–Response (S-O-R) framework, this study examined the influence of influencer engagement, store atmosphere, perceived novelty, and surprise on impulsive buying behavior, with curiosity as a mediating variable and price consciousness as a moderating variable. The study employed an explanatory sequential mixed-methods design (Creswell & Plano-Clark, 2018). Quantitative data were collected from 400 Filipino Gen Z consumers in Metro Manila and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) (Hair et al., 2021), followed by qualitative interviews with 11 participants analyzed through thematic analysis (Braun & Clarke, 2006).

Results showed that perceived novelty and surprise significantly influenced curiosity, which subsequently increased impulsive buying behavior and compulsive buying tendencies. However, influencer engagement, store atmosphere, and price consciousness were not significant predictors. Qualitative findings revealed that emotional excitement, anticipation, and collection-driven motivations reinforced repeated purchasing behavior.

The findings suggest that blind box consumption among Filipino Gen Z consumers is primarily driven by curiosity, emotional arousal, and uncertainty-based rewards rather than external promotional stimuli.

Keywords: *Blind Box, Curiosity, Impulsive Buying, Compulsive Buying, Filipino Gen Z, Perceived Novelty, Surprise, Price Consciousness*

A Study on Gender Preferences in Watching Baseball Games Among University Students Using Eye-Tracking Technology

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Abstract

With the trend of entertainment in sports broadcasting, baseball game screens frequently present competitive visual stimuli, such as "live gameplay" and "cheerleader performances," simultaneously. Past studies have mostly explored spectator behavior through questionnaires, lacking objective physiological data regarding visual attention distribution. This study employs eye-tracking technology to investigate the differences and patterns of visual attention distribution among university students of different genders while watching baseball games.

An experimental method is adopted, with plans to recruit 100 university students aged 18 to 25. The experimental setting involves watching a standardized 3-minute edited video of baseball gameplay and cheerleader performances, using an eye-tracker to record participants' fixations, fixation duration, and scanpaths. Based on the research hypotheses, expected results will show significant gender differences in attention toward visual stimuli: male participants are expected to have a significantly higher fixation ratio on the cheerleader performance area than females, while females are expected to demonstrate higher concentration on key game event areas. Furthermore, the study expects to identify different visual scanpath strategies between genders when facing dual visual stimuli.

This is a "Research-in-Progress," with the experimental design and environment setup already completed. The findings are expected to fill the gap in physiological data concerning gendered viewing behavior in existing literature and provide empirical suggestions for broadcasters and teams regarding camera angle optimization and entertainment marketing planning.

Keywords: *Eye-tracking technology, Baseball broadcasting, Visual attention, Gender differences, Competitive visual stimuli*

How Flexible Time Increases Customer Visits: The Role Of Shopping Enjoyment In E-Commerce Platforms

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Abstract

In the fast-paced digital era, time flexibility is an important factor influencing consumer behavior in online shopping. This study aims to determine the effect of time flexibility on shopping enjoyment and customer visits to e-commerce platforms. This study uses the Partial Least Squares Structural Equation Modeling approach and the SOR (Stimulus-Organism-Response) theory to explain the relationships among variables. Data were collected using a snowball sampling technique. The results show that time flexibility significantly increases shopping enjoyment and the frequency of customer visits to e-commerce sites. Users tend to use their free time flexibly to explore and search for products, which ultimately increases their engagement with the platform. In addition, a high preference for using mobile devices also strengthens the relationship between time flexibility and online shopping behavior. These findings recommend optimizing mobile features and personalizing the user experience to encourage increased shopping activity and sustained customer loyalty.

Keywords: *Flexible Time, Shopping Enjoyment, Consumer Visits*

Beyond Impulsivity : A Systematic Literature Review On How Influencer Authenticity Shapes Utilitarian Trust And Purchase Intentions For Local Fashion Brands Among Millennial Women

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Abstract

The rapid growth of social commerce in Indonesia has transformed influencers into central actors within digital purchasing ecosystems, particularly in the fashion industry. While prior studies predominantly focus on Generation Z and hedonic purchasing tendencies, limited research has explored how Millennial women process influencer content through rational and utilitarian evaluations before developing purchase intentions. This study aims to examine how influencer authenticity shapes utilitarian trust and planned purchase intentions toward local fashion brands among Millennial women in Indonesia. Using a qualitative Systematic Literature Review (SLR) approach guided by PRISMA procedures, this study synthesizes findings from academic literature published between 2017 and 2025 sourced from Scopus, ScienceDirect, Web of Science, and Google Scholar. The analysis is grounded in the Stimulus–Organism–Response (S-O-R) framework. Findings indicate that influencer authenticity, reflected through transparency, consistency, expertise, honest product evaluations, and sponsorship disclosure, functions as the primary external stimulus. This stimulus activates utilitarian trust, defined as a rational and task-oriented psychological state characterized by efficiency, cognitive assurance, planned shopping behavior, and functional evaluation. Unlike Generation Z consumers who are more responsive to emotional and hedonic stimuli, Millennial women demonstrate higher advertising literacy and rely on authenticity as a risk-reduction mechanism before conducting planned purchases. The study proposes a conceptual “Methodical Millennial” model, extending the S-O-R framework into rational influencer-consumption behavior. The findings provide theoretical contributions regarding the transformation of authenticity from emotional relatability into informational reliability and offer managerial implications for local fashion brands seeking to engage financially mature consumers through transparent influencer strategies.

Keywords: *Influencer Authenticity, Utilitarian Trust, Millennial Women, Local Fashion Brands, S-O-R Framework.*

Determinant Purchase Intention for Organic Products

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Abstract

Technological developments have changed consumer purchasing behavior, especially among generations Y and Z. Generations Y and Z are the largest users of social media. Social media is one of the factors influencing generations Y and Z in making purchases. On the other hand, there is a development of environmentally friendly and nonenvironmentally friendly products. Consumers have choices in purchasing products. Currently, companies are increasingly encouraged to produce environmentally friendly products. Environmentally friendly products have consequences on higher prices. The purpose of this study is to examine the purchasing behavior of generations Y and Z on environmentally friendly products. The research was conducted quantitatively. The research objects were generations Y and Z, especially those who are familiar with environmentally friendly products, especially organic products. Sampling was conducted using nonprobability purposive sampling. All instruments and variables were tested for validity and reliability. Validity, reliability, and hypothesis testing were performed using PLS–SEM. The test results showed validity and reliability for all instruments and variables used in the study. Hypothesis testing showed that price, sales promotion, and WOM influenced purchase intention for organic products. Meanwhile, product quality did not influence purchase intention. In addition, gender strengthened the influence between price and sales promotion on purchase intention, whereas product quality and WOM were not significant. Recent research suggests that sales promotion is more important for organic products among generations Y and Z than for others. Product quality is not a factor influencing purchase intention for organic products.

Keywords: *price, product quality, sales promotion, e-word of mouth, purchase intention.*

Comparative Analysis of Mega vs Micro- Influencers on TikTok: The Moderating Role of Product Involvement in Driving Brand Awareness and Purchase Intention

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Abstract

The rapid evolution of TikTok as a social commerce powerhouse has intensified the dilemma for brands choosing between high-reach Mega-influencers and high-engagement Micro-influencers. While prior literature heavily focuses on the direct effects of influencer credibility, the boundary conditions imposed by product characteristics remain underrepresented. This study investigates the comparative effectiveness of Mega versus Micro-influencers on TikTok in driving brand awareness and purchase intention, specifically examining the moderating role of product involvement (high vs. low). Utilizing a quantitative research design, data were gathered via an online survey from [insert number, e.g., 200] TikTok users in Indonesia who actively engage with influencer marketing contents. The conceptual model was analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) and Multi-Group Analysis (MGA). The empirical results indicate that while Mega-influencers excel significantly in generating rapid brand awareness, Micro-influencers exert a stronger influence on purchase intention due to higher perceived authenticity. Crucially, the multi-group analysis reveals that product involvement acts as a pivotal moderator: Micro-influencers are substantially more effective for high-involvement products where consumer trust and detailed evaluation are paramount, whereas Mega-influencers yield better purchase intent for low-involvement, impulse-driven products. These insights offer fresh theoretical contributions to Source Credibility Theory and provide actionable strategic frameworks for digital marketers optimizing influencer budget allocations on short-form video platforms.

Keywords: *TikTok Marketing, Mega-Influencer, Micro-Influencer, Product Involvement, Brand Awareness, Purchase Intention*

From Brand To Brew: How Image, Price, and Promotion Shape Coffee Purchase Decisions

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Abstract

This study aims to analyze the influence of brand image, price perception, and sales promotion on the purchase decision of Kopi Kenangan consumers in Tangerang City. The background of the research is based on the phenomenon of the rapid growth of the coffee industry in Indonesia, characterized by the expansion of Kopi Kenangan which continues to expand in various major cities. The research method uses a quantitative approach with a causal design, involving one hundred respondents selected through purposive sampling techniques. The research instrument was in the form of a questionnaire with a five-point Likert scale, and the data were analyzed using multiple linear regression with partial tests, simultaneous tests, and determination coefficients. The results show that brand image has a positive and significant effect on purchase decisions, price perception has the most dominant influence, and sales promotion also has a significant effect. Simultaneously, all three variables have been shown to influence consumer purchasing decisions, with variation in decisions that can be largely explained by brand image, price perception, and sales promotions. The study concludes that an integrated marketing strategy that includes brand image strengthening, appropriate pricing, and creative and relevant sales promotion is essential to improve consumer purchasing decisions. These findings provide theoretical contributions to the marketing literature as well as practical recommendations for companies in the face of increasingly fierce coffee industry competition.

Keywords: *Brand Image, Price, Promotion, Purchase Decision, Coffee Industry*

Ranking Consumers' Reasons To Buy Or Not To Buy Electric Vehicles: A Descriptive Study

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Abstract

This study aims to determine the consumers' main reasons for buying or not buying electric vehicles (EVs), as well as the characteristics of customers based on their decision to purchase EVs. Convenience sampling is used to get data from the questionnaire given to 200 respondents who stay in Surabaya. Data transformation, rank cases, descriptive statistical analysis, and crosstab were used to process the results. The primary reason to buy an electric vehicle is that using an EV saves on fuel purchases. However, the primary reason for not buying an electric vehicle is that EVs require higher maintenance costs. The characteristics of people who have ever bought EVs are mostly earning more than 10 million rupiah per month. While consumers who never buy EVs are mostly students who are considered not to have their own income.

Keywords: *purchase decision, buying decision reason, electric vehicle, descriptive study*

Factors Influencing Green Real Estate Purchase Intention in Vietnam

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Abstract

This study examines the factors influencing consumers' intention to purchase green real estate in Vietnam, within the context of the growing emphasis on sustainable development shaping the real estate market. Based on the Theory of Planned Behavior (TPB), the research framework was extended by incorporating additional constructs, including Corporate Social Responsibility (CSR), commitment to sustainable development, and perceived environmental value. Data were collected from 250 consumers who are aware of or interested in green real estate using a controlled convenience sampling method and analyzed through Cronbach's Alpha, Exploratory Factor Analysis (EFA), and multiple regression analysis. The findings reveal that CSR, commitment to sustainable development, and perceived environmental value positively influence purchase intention, whereas attitude shows no statistically significant effect, subjective norms exert a negative effect, and perceived behavioral control does not significantly impact purchase intention. The study contributes to extending the application of TPB in the green real estate context and provides practical implications for businesses in developing sustainability-oriented marketing strategies and strengthening consumer trust toward green real estate products.

Keywords: *Green real estate; Purchase intention; Theory of Planned Behavior (TPB); Corporate Social Responsibility (CSR); Sustainable consumption; Perceived value.*

The Effects of Organizational Inducements on Job Pursuit Intention in Taiwanese SMEs

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Abstract

Taiwan's small and medium-sized enterprises (SMEs) face persistent talent-recruitment difficulties under declining birth rates, population aging, and industrial transformation, with limited capacity to compete with large firms on resources and brand. Grounded in Social Exchange Theory and Organizational Attractiveness Theory, this study examines how four organizational inducements—convenience of location, compensation and benefits attractiveness, work flexibility, and corporate social responsibility (CSR)—influence job pursuit intention through the mediating mechanism of organizational attractiveness. Data will be collected via an online structured questionnaire from job seekers using convenience and snowball sampling, and analyzed using structural equation modeling (SEM). The expected findings will confirm the effects of the four inducements on job pursuit intention and the mediating role of organizational attractiveness, providing recruitment-strategy and HR-management recommendations for SMEs and filling the literature gap on large-enterprise contexts.

Keywords: *small and medium-sized enterprises (SMEs); organizational attractiveness; job pursuit intention; compensation and benefits; work flexibility; corporate social responsibility; convenience of location*

Strategic Agility and Firm Performance: The Mediating Role of Recordkeeping in SME'S

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Abstract

This study aims to provide empirical evidence on whether strategic agility influences firm performance and whether recordkeeping mediates this relationship. The sample were SMEs in Kudus Regency, resulting in a total sample size of 174. The data analysis in this study used partial least squares structural equation modeling (PLS-SEM). The results showed that strategic agility positively affected firm performance, and recordkeeping mediated this effect. The uniqueness of this study lies in combining the concept of strategic agility with accounting practices through recordkeeping, a link that is positioned as a mediator, especially in developing countries like Indonesia. The results of this study can be used by SMEs to further improve their recordkeeping practices when facing environmental uncertainty, thereby increasing firm performance.

Keywords: *strategic agility, recordkeeping, firm performance, SME's, mediating.*

Navigating Financial Success: The Impact of Financial Literacy, Family Involvement, and Digital Transformation on Family-Owned SMEs in ASEAN

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Abstract

This study investigates the impact of entrepreneurial orientation, family involvement, digital transformation, and innovation capability on the financial performance of family-owned SMEs in ASEAN countries, with financial literacy and access to finance as mediating variables. Data were collected from 310 respondents across Indonesia, Malaysia, and Thailand and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that entrepreneurial orientation, digital transformation, and financial literacy significantly enhance financial performance, while family involvement affects financial performance only through access to finance. Innovation capability improves access to finance but does not directly affect performance. The mediating roles of financial literacy and access to finance highlight their critical importance in optimizing business outcomes. These insights provide practical recommendations for policymakers and SME practitioners to promote digital transformation, enhance financial literacy, and improve access to financial resources for sustainable business growth.

Keywords: *Entrepreneurial Orientation, Financial Literacy, Access to Finance, Digital Transformation, Innovation Capability, Cross-National Study.*

Mentoring-Driven Innovation: Empowering Msme Entrepreneurship Through Integrated Business Mentoring and Frugal Innovation in Semi-Urban Areas

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Abstract

Micro, Small, and Medium Enterprises (MSMEs) in semi-urban areas are acknowledged economic drivers, yet they continue to face structural barriers that prevent innovation and sustainable growth. This study investigates how the integration of business mentoring and marketing innovation strategies encourage entrepreneurial transformation among informal microenterprises. Build upon a qualitative descriptive design, the research involved 10 MSME participants across a structures Four-Phase Innovation Mentoring Cycle, including diagnostic assessment, tailored education, field-based innovation implementation, and reflective evaluation. The findings demonstrate that contextualized mentoring, when deliberately oriented toward innovation adoption, enables entrepreneurs to develop novel business identities, embrace digital marketing tools, redesign product presentation, and shift from reactive to proactive business behaviors. These changes constitute a form of grassroots or frugal innovation: iterative, low-cost, context-driven micro-innovations that generate meaningful competitive advantage within resource-constrained settings. The study contributes a replicable innovation-mentoring model for MSME development, grounded in entrepreneurship theory, mentorship theory, the resource-based view (RBV), and community-based enterprise (CBE) perspectives. Theoretical and practical implications for innovation-oriented MSME policy are discussed.

Keywords: *MSME innovation, entrepreneurial mentoring, frugal innovation, marketing strategy, semi-urban entrepreneurship.*

A Modular Fintech Education Idea for Micro Businesses in Jakarta Greater Area

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Abstract

This study develops an operations driven incubation framework designed to systematically enhance financial literacy and digital adoption among micro-businesses in the Jakarta Greater Area (JABODETABEK). The framework is pipelined into an operational Input-Process-Output model to diagnose digital maturity, establish a strategic baseline, and prepare modular curricula. The Process stage integrates core management principles, including integration systems, with hands-on software training across spreadsheets, cloud-based Point-of-Sale apps, e-wallets, and e-commerce. This technical execution drives the Output stage, yielding bankable, sustainable businesses with integrated financial reporting and advanced resistance to online fraud. Beyond structural parameters, this research formulates comprehensive recommendations for an effective incubator business model based on critical success factors. These insights emphasize contextual mentoring on integrated literacy and vital support in financial and digital understanding for micro business owners. Ultimately, the framework and model optimize micro businesses that are resilient and sustainable.

Keyword: *Sustainable and resilient business; Financial Literacy; Digital Literacy; Evaluation Model, Framework*

What Drives Generation Z to Seek Venture Capital? The Role of Entrepreneurial Education, Financial Self-Efficacy, and Government Support

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Abstract

This study aims to examine the effect of entrepreneurial education on intention toward venture capital among Generation Z in Jabodetabek, with financial self-efficacy as a mediating variable and government support as a moderating variable. A quantitative, cross-sectional research design was employed. The study involved 160 Generation Z respondents who reside in Jabodetabek and have prior entrepreneurial knowledge. Data were collected using a structured questionnaire with a five-point Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) through SmartPLS 4.

The results indicate that entrepreneurial education has a positive and significant effect on intention toward venture capital. Entrepreneurial education also positively influences financial self-efficacy, which in turn significantly affects intention toward venture capital. These findings confirm that financial self-efficacy plays a significant mediating role. However, government support does not significantly moderate the relationship between financial self-efficacy and intention toward venture capital.

The Importance-Performance Map Analysis (IPMA) reveals that entrepreneurial education and government support indicators perform well and should be maintained, while financial self-efficacy shows lower performance and requires improvement. These findings suggest that strengthening experiential entrepreneurial education and improving financial literacy and confidence are essential to enhance Generation Z's readiness to seek venture capital financing.

Keywords: *Entrepreneurial education, financial self-efficacy, government support, venture capital intention, Generation Z*

Unlocking the Secrets of the Wallet: Using FSQCA to Analyze Why Consumers Choose Specific Credit Cards for Daily Spending

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Abstract

This study explores the complex behaviors behind consumers' decisions to use specific credit cards for daily activities. Moving beyond the traditional logic that "higher rewards determine usage," this research analyzes how factors like convenience, rewards, social status, and peer influence combine to influence final decisions. This study collected 300 valid samples via survey and employed Fuzzy-Set Qualitative Comparative Analysis (fsQCA). This method integrates qualitative consumer psychology with quantitative data to identify successful "recipes" for high-frequency usage. The study identifies three primary success paths: (1) The Smart Pragmatist, seeking high rewards and user-friendly Apps; (2) The Social Follower, using cards with ordinary rewards due to attractive designs and peer influence; and (3) The Habitual User, relying on a card simply because it offers the most convenient mobile payment integration.

Keywords: Credit Card · Consumer Behavior · fsQCA · Mobile Payment · Social Image

The Influence of Financial Literacy on Risk Perception and Investment Intention

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Abstract

With the rapid development of financial markets and the widespread use of digital investment platforms, ordinary individuals now have increasing access to stocks, mutual funds, ETFs, bonds, and other financial products. However, the growing complexity of investment information has also exposed investors to greater uncertainty and placed heavier pressure on their ability to assess risk. Against this background, whether financial literacy can reduce investors' subjective concerns about risk and further enhance their willingness to invest has become the central issue of this study. This study focuses on stock market investors and adopts a questionnaire survey method to collect data. A total of 500 questionnaires were distributed. After invalid and incomplete responses were removed, 436 valid questionnaires were obtained, yielding an effective response rate of 87%. The findings show that financial literacy has a significant negative effect on risk perception, risk perception has a significant negative effect on investment intention, and financial literacy has a significant positive effect on investment intention. All three research hypotheses are therefore supported. Overall, this study confirms that financial literacy not only improves investors' understanding of financial products and market risks, but also reduces their subjective anxiety toward investment risk, thereby increasing their investment intention. The results further indicate that investment intention is not determined solely by market returns or personal financial conditions; rather, it is jointly influenced by financial knowledge, financial attitudes, financial behavior, and risk perception. Accordingly, this study suggests that financial education and investor protection measures should place equal emphasis on strengthening financial literacy and improving risk communication, so that investors can participate in the investment market on the basis of risk awareness, sound judgment, and a rational financial attitude.

Keywords: *financial literacy, risk perception, investment intention, financial risk*

Financial Literacy and Financial Behavior as Determinants of Sustainable Investment Practices among Overseas Filipino Workers in China

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Abstract.

This study focused on examining financial literacy and financial behavior as determinants of sustainable investment practices among Overseas Filipino Workers (OFWs) in China. Guided by the Theory of Planned Behavior and the Financial Capability Framework, the study aimed to determine the level of financial literacy, financial behavior, and sustainable investment practices among OFWs in China, as well as the significant relationships among these variables. The study used a mixed-methods research design through a convergent parallel approach. The quantitative component applied a descriptive-correlational design, while qualitative responses were included to further support and explain the findings of the study. A total of 104 OFWs currently working in mainland China participated in the study through purposive sampling. Data were collected using a self-administered questionnaire and were analyzed using frequency, percentage, mean, standard deviation, Pearson Product-Moment Correlation, and multiple linear regression analysis. The findings showed that OFWs in China generally demonstrated positive financial literacy, particularly in cash management, and positive financial behavior, especially in saving and controlled spending practices. Sustainable investment practices were also found to be generally positive. The regression analysis further revealed that both financial literacy and financial behavior had significant relationships with sustainable investment practices, although financial behavior showed a stronger predictive influence. The study concluded that sustainable investment practices among OFWs in China were influenced not only by financial knowledge but also by actual financial habits and behaviors. The findings emphasized the importance of strengthening practical and behavior-focused financial education programs for OFWs in China.

Keywords: *financial literacy, financial behavior, sustainable investment practices, investment behavior, Overseas Filipino Workers*

Challenging The Life Cycle Hypothesis: Behavioural Biases Of Generation Z In The Digital Era : A Systematic Literature Review

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Abstract

The Life Cycle Hypothesis (LCH) predicts that rational individuals accumulate and decumulate wealth smoothly across their lifespan. Generation Z (born 1997–2012), shaped by digital ecosystems and algorithmic social media, presents a fundamental challenge to this framework. This study conducts a Systematic Literature Review employing a BERTopic computational pipeline to analyse 184 Scopus articles (2018–2026) across five thematic clusters, spanning 127 journals and 2,108 citations. The synthesis demonstrates that Generation Z systematically violates LCH's rationality, optimisation, and consumption-smoothing axioms through cognitive biases, FOMO-driven impulse consumption, platform-displaced saving, and a digital financial literacy paradox. In response, this study proposes the Digital Behavioural Life Cycle Hypothesis (DBLCH), integrating four digitally-specific mechanisms into a revised lifecycle framework with direct implications for financial regulation, platform design, and education policy in emerging markets.

Keywords: *Life Cycle Hypothesis; Generation Z; behavioural finance; systematic literature review*

When Risk Tolerance Turns into Irrational Investment Choices: The Moderating Role of Trading Performance

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Abstract

Indonesia's capital market has expanded at a remarkable pace. By July 2025, the number of registered individual investor accounts (SIDs) had reached 17,016,329 an 11.42% increase from the 14,871,639 SIDs recorded at the close of 2024 yet national financial literacy still stands at only 65.43%. That gap between market participation and genuine financial understanding leaves many investors exposed to irrational investment behavior, including overtrading, herding, and the disposition effect. This study investigates how risk tolerance shapes irrational investment decisions among individual investors in Sumatera Utara, and whether trading performance moderates that relationship. Using a cross-sectional survey design and PLS-SEM analysis on active SID holders in the province (population approximately 592,876 as of May 2024), we recruited respondents through purposive sampling and confirmed adequate discriminant validity through HTMT values below 0.90. The results show that risk tolerance exerts a positive and significant direct effect on irrational investment decisions ($\beta = 0.369$; $t = 7.521$; $p < 0.001$), while trading performance does not significantly moderate this relationship ($\beta = 0.004$; $t = 0.118$; $p = 0.906$). With an R^2 of 0.674, the model demonstrates substantial predictive power. These findings reinforce risk tolerance as the dominant direct antecedent of irrational investment behavior and suggest that trading performance may be more productively examined as a mediating variable in future work. Practical implications extend to OJK, the Indonesia Stock Exchange (IDX), securities firms, and digital investment platforms, all of which stand to benefit from stronger risk profiling, behavioral-bias-oriented financial literacy programs, and behavioral nudge features tailored to young retail investors.

Keywords: *Risk Tolerance; Trading Performance; Irrational Investment Decision; Behavioral Finance; Individual Investors; Sumatera Utara.*

Exchange Rate Depreciation in Indonesia: Trade Competitiveness, Corporate Vulnerability, and the Role of the Dominant Currency Paradigm

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Abstract

Exchange rate fluctuations significantly impact the economic performance of emerging economies, particularly those heavily reliant on international trade. This study examines the influence of exchange rate movements on Indonesia's exports, imports, and investment through three transmission mechanisms: the trade channel, the balance sheet channel, and the Dominant Currency Paradigm (DCP). The analysis employs a combination of AutoRegressive Distributed Lag (ARDL), Nonlinear AutoRegressive Distributed Lag (NARDL), panel data regression, and sectoral estimation approaches utilizing quarterly macroeconomic data and firm-level financial data. The results from the trade channel analysis indicate that exchange rate depreciation positively contributes to export performance while reducing import demand in the long term. The nonlinear estimation further reveals significant asymmetry, demonstrating that depreciation exerts a stronger influence on trade flows than appreciation. A 1% depreciation of the real exchange rate is estimated to increase exports by approximately 0.85% and reduce imports by around 0.65%, resulting in an improvement in net exports. The balance sheet analysis demonstrates that exchange rate depreciation can adversely affect corporate investment by increasing the burden of foreign currency-denominated liabilities. However, the magnitude of this effect varies depending on firms' exposure to foreign currency debt. The sectoral analysis confirms substantial heterogeneity across industries, where sectors with higher foreign currency liabilities experience larger investment contractions following depreciation, while sectors with lower exposure tend to benefit from improved competitiveness. Furthermore, the findings support the relevance of the Dominant Currency Paradigm, indicating that movements in the US dollar exchange rate play a more influential role in determining Indonesia's export performance than bilateral exchange rates with individual trading partners. The study concludes that exchange rate depreciation enhances Indonesia's external competitiveness and trade balance, albeit potentially creating financial vulnerabilities through the balance sheet channel. These findings underscore the significance of maintaining exchange rate stability, fortifying foreign currency risk management, and implementing policies that bolster both export competitiveness and corporate resilience to external shocks.

Keywords: *Exchange Rate, Export, Import, Balance Sheet Channel, Dominant Currency Paradigm, ARDL, NARDL*

Realized Volatility Jumps and Foreign Flow Spillover in the Indonesia Stock Exchange: High-Frequency Evidence from IHSG Intraday Data, 2025-2026

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Abstract

This study decomposes the intraday realized volatility of the Jakarta Composite Index (IHSG) into continuous and discontinuous jump components using the Barndorff-Nielsen and Shephard (2004, 2006) bipower variation methodology. Using 5-minute IHSG intraday bars across 93 trading days from 30 December 2025 to 29 May 2026 (total 5,838 observations), we estimate daily realized variance, bipower variation, and the BNS jump test statistic. We document four central findings. First, the jump component accounts on average for 11.77 percent of daily realized variance, with 30 of 93 trading days (32.3 percent) exhibiting statistically significant discontinuous price changes at the 5 percent significance level. Second, the average annualized realized volatility is 16.40 percent, with the cross-day standard deviation indicating substantial regime variation. Third, the jump-day rate amplifies sharply on stress days defined as the top decile of absolute daily returns: jump rate rises from 30.1 percent on normal days to 50.0 percent on stress days (a 19.9 percentage-point amplification), and the jump variance share rises from 11.21 percent on normal days to 16.36 percent on stress days. Fourth, the jump-volume conditioning is essentially absent: jump rate is 32.5 percent on normal-volume days against 30.0 percent on high-volume (top decile) days, indicating that the jump pattern is driven by price-direction shocks rather than by trading-volume bursts. We interpret these findings as evidence that foreign-flow shocks in the Indonesia Stock Exchange manifest as discontinuous intraday jumps rather than continuous diffusion, with direct implications for option pricing, intraday risk management, and the macroprudential monitoring of equity-market liquidity stress. The methodological framework we develop using BNS bipower variation extends directly to firm-level intraday data when such data become available through Bloomberg Terminal extension.

Keywords: *Realized volatility; bipower variation; intraday jumps; foreign-flow spillover; Indonesia Stock Exchange; high-frequency data; emerging markets.*

The Effect of Inflation, Rupiah Exchange Rate, Stock Return, and Stock Volatility on Trading Volume Activity of State-Owned Banks Listed on the IDX (2020–2025)

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Abstract

This study examines the impact of macroeconomic factors and market indicators on the Trading Volume Activity (TVA) of state-owned banks listed on the Indonesia Stock Exchange (IDX) from January 2020 to December 2025. Utilizing a quantitative approach and purposive sampling, five prominent state-owned banking institutions were selected, yielding a balanced panel dataset of 360 monthly observations. The data were evaluated using panel data regression analysis. The empirical findings reveal that macroeconomic variables heavily dictate investor behavior; inflation exerts a significant negative effect on TVA, confirming that reduced purchasing power and rising operational costs deter active trading. Similarly, the Rupiah exchange rate shows a significant negative relationship with TVA, indicating that currency depreciation acts as a negative market signal that triggers capital flight and dampens trading activity. Conversely, market-driven metrics demonstrate positive dynamics. Stock returns have a significant positive impact on TVA, proving that solid financial performance captures investor attention and stimulates market participation. Furthermore, stock volatility possesses a significant positive relationship with TVA, aligning with the Sequential Information Arrival Hypothesis where price fluctuations serve as a catalyst for speculative trading and portfolio rebalancing. Simultaneously, the combined model proves highly robust, explaining 28.55% of the variations in the trading volume of state-owned banks. These insights provide valuable guidelines for investors formulating risk-managed strategies and policymakers striving to maintain domestic financial stability during fluctuating economic cycles.

Keywords: *Inflation, Exchange Rate, Stock Return, Stock Volatility, Trading Volume Activity (TVA).*

Risk Tolerance As the Invisible Hand: Rethinking the Causal Architecture of Behavioral Biases in Individual Investment Decision-Making

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Abstract

This study challenges the prevailing causal architecture of behavioral finance, in which loss aversion, overconfidence, and FOMO are treated as independent determinants of risk tolerance as a situational outcome. Drawing on Big Five Trait Theory, Prospect Theory, and Mischel and Shoda's (1995) person–situation interactionist framework, it advances an alternative model in which financial risk tolerance functions as a stable dispositional antecedent through which situational biases operate as transmission mechanisms. Primary data were collected from 140 active retail investors in Indonesia via snowball sampling from digital investor communities, with PLS-SEM employed for hypothesis testing. Results support three of four hypotheses: risk tolerance exerts a significant positive direct effect on investment decisions, and overconfidence and FOMO each function as significant mediating channels. The loss aversion pathway is not supported — interpreted in light of the sample's digitally-engaged, high-tolerance profile, wherein social and momentum forces appear to override loss aversion's constraining effect when stronger mediators are simultaneously active. These findings contribute a dispositional reframing of the investor behavioral model with direct implications for risk profiling instruments, financial advisory calibration, and the design of targeted behavioral interventions.

Keywords: *risk tolerance, behavioral finance, FOMO, loss aversion, overconfidence, investment decisions, PLS-SEM, Indonesia*

Unveiling the Mediating Pathways in Indonesian Financial Institution Pension Funds

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Abstract

This study aims to analyze the factors that affect the return on investment in the Financial Institution Pension Fund in Indonesia for the 2020–2024 period, with the premise that investment performance does not always increase along with the increase in assets under management and the growth of contribution funds. The study examines the influence of assets under management, contribution fund growth, and asset allocation on return on investment and examines whether asset allocation plays a role as a mediating variable. The approach used is quantitative with panel data regression and specification selection through comparative testing that produces a fixed effect model. Data processing was carried out using the statistical software Econometric Views 13 and mediation testing using the Sobel test on the path coefficient. The results of the study show that assets under management have a negative and significant effect on return on investment, the growth of contribution funds has a negative and significant effect on return on investment, while asset allocation has a positive and significant effect on return on investment. The mediation test confirmed that asset allocation did not bridge the influence of assets under management or the growth of contribution funds on return on investment, so the two variables worked mainly through direct influence. Practical recommendations include strengthening cash management, accelerating the fund placement process, consistent portfolio rebalancing, setting measurable risk limits, and developing research with liquidity indicators, transaction costs, risk size, and macroeconomic factors.

Keywords: *Financial Institution Pension Fund, Return on Investment, Asset Under Management, Growth of Contribution Fund, Asset Allocation*

Do Investors Realize Gains Too Early? Evidence from Dividend Announcements and Abnormal Trading Volume in Indonesia

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Abstract

This study examines the effect of the disposition effect on abnormal trading volume (ATV) around dividend announcements and investigates the moderating role of dividend yield. Based on Prospect Theory and Behavioral Finance, the disposition effect refers to investors' tendency to realize gains too quickly while delaying the realization of losses, potentially affecting trading activity and market liquidity. Using a quantitative explanatory approach, this study analyzes panel data from 22 firms listed on the Indonesia Stock Exchange (IDX) that distributed cash dividends during 2015–2024. The disposition effect is proxied by Capital Gain Overhang (CGOH), while market reaction is measured through abnormal trading volume within an event window of [-5, +5] days surrounding dividend announcements. The data are analyzed using a Random Effect Model (REM). The findings reveal that CGOH has a significant negative effect on ATV, indicating that investors with higher unrealized gains tend to reduce trading activity around dividend announcements rather than engage in profit-taking. This result contrasts with the traditional prediction of the disposition effect and suggests that dividend announcements may encourage investors to retain dividend-paying stocks. In addition, dividend yield has no significant direct effect on ATV and does not moderate the relationship between CGOH and ATV. These findings imply that investors' trading decisions around dividend announcements are influenced more by expectations of future firm performance than by the size of the dividend itself. This study contributes to the behavioral finance literature by demonstrating that the disposition effect is context-dependent and may vary in the presence of positive corporate signals. It also extends prior research by focusing on trading volume rather than stock returns as an indicator of market response, thereby providing additional insights into investor behavior and liquidity dynamics in emerging capital markets.

Keywords: *Abnormal Trading Volume, Behavioral Finance, Capital Gain Overhang, Disposition Effect, Dividend Yield.*

Leading the Both/and Organization: Paradoxical Middle Management and Adaptive Capacity in Hybrid Knowledge Work

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Abstract

Contemporary organizations increasingly depend on managers who can reconcile contradictory demands rather than choose between them. This article develops an integrative framework explaining how paradoxical middle leadership strengthens organizational development in hybrid knowledge work. The research object is the leadership role of middle managers who translate strategic change into everyday routines in knowledge-intensive firms. The research scope covers peer-reviewed leadership, ambidexterity, paradox theory, dynamic capabilities, and hybrid work literature published between 1991 and 2025, with emphasis on post-pandemic organizational arrangements. Using an integrative literature review and theory-building approach, the article synthesizes fragmented insights into a process model linking paradoxical leadership behaviors, contextual ambidexterity, psychological safety, and dynamic capability microfoundations. The findings identify four mutually reinforcing mechanisms: cognitive reframing, which converts tensions into legitimate managerial problems; relational integration, which enables voice and coordination across dispersed teams; rhythmic governance, which balances autonomy and control through temporal routines; and capability translation, through which middle managers convert strategic intent into sensing, seizing, and reconfiguring practices. The analysis shows that hybrid work does not simply require more empowerment or stronger control; it requires leadership systems capable of switching, combining, and sequencing both. The article contributes to organizational development by positioning middle managers as active architects of adaptive capacity rather than passive implementers of executive strategy. Practical implications include redesigning leadership development around paradox handling, building team-level operating rhythms, and evaluating managers by their ability to sustain both exploration and exploitation. The study concludes with recommendations for longitudinal and multi-level research in emerging and advanced economies.

Keywords: *Adaptive capacity; Ambidextrous leadership; Dynamic capabilities; Hybrid work; Organizational development.*

Workplace Culture and Employee Performance in Public Institutions: An Empirical Study from Vietnam

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Abstract

Workplace culture plays an important role in shaping employee behavior, motivation, and organizational performance. In public-sector institutions, a supportive workplace culture is essential for improving administrative efficiency and service quality. This study examines the impact of workplace culture on employee performance in Vietnam. A quantitative research approach was adopted to analyze employees' perceptions of leadership practices, communication systems, work environment, recognition mechanisms, and professional development opportunities. Data were collected through structured questionnaires distributed to employees. Statistical analysis methods including descriptive statistics, reliability testing, correlation analysis, and regression analysis were used to evaluate the relationships among variables. The findings indicate that workplace culture significantly influences employee performance. Leadership support and organizational communication were identified as the most influential factors affecting employee performance. The study highlights the importance of developing a positive organizational culture to enhance employee engagement and productivity in public-sector institutions.

Keywords: *Workplace culture, employee performance, leadership, organizational communication*

From Inner Transformation to Sustainable Organizational Behavior: A Process-Based Psychological Mechanism

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Abstract

This study develops a mechanism-based framework to explain how inner transformation functions as a micro-foundation of sustainable organizational behavior. Moving beyond structural explanations of sustainability, it proposes a process-based model in which inner transformation enhances psychological resources, leading to increased well-being and affective commitment, and ultimately driving sustainable behavior.

Using a pilot survey sample (N = 36), a preliminary analysis was conducted to examine measurement reliability, construct plausibility, and the directional relationships of the proposed mechanism. The findings provide initial support for model feasibility and lay the groundwork for subsequent large-scale validation.

This research contributes to the literature by advancing a process-based psychological mechanism as a micro-foundation of sustainability, offering both theoretical and practical implications.

Keywords: *Inner Transformation, Sustainability, Psychological Resources, Well-being, Commitment*

Using leadership to promote employee creativity: The perspectives of leader-member exchange, resource-based theory, and social exchange theory

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Abstract

This study explored the relationship among participative leadership, LMX, and employees' creativity in Taiwan enterprises. While few studies in the leadership field have investigated how leadership type affects workers' performance, this study, based on social exchange theory, investigates how participative leadership can facilitate employees' LMX, which in turn leads to better employee creativity. A questionnaire survey was administered to the sample on employees and their supervisors in Taiwan's enterprises. Results of this study pointed that participative leadership can nurture higher degree of leader-member exchange, leading to better employee creativity. In other words, participative leaders influenced staffs' creativity through the mediating roles of LMX and help them perform better outcomes of creativity. In sum, this study provides empirical evidence of how participative leadership may facilitate employees' employees' creativity in Taiwan enterprises.

Keywords: *Participative leadership, Leader-member exchange, employees' creativity, Taiwan enterprises.*

Beyond Compensation: Employee Benefits, Retention, and Organizational Attachment in Family-Owned Small Enterprises in Bulacan, Philippines

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Abstract

Employee retention remains a challenge among family-owned small enterprises where human resource practices are often informal and resource constrained. This study examined the influence of employee benefits on employee retention among employees working in family-owned small enterprises in Bulacan, Philippines, with job satisfaction and affective commitment serving as mediating variables. Anchored on Social Exchange Theory, the study utilized a quantitative explanatory-predictive research design and analyzed data using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings revealed that employee benefits significantly influence employee retention both directly and indirectly through job satisfaction and affective commitment. Employees who perceived benefits as fair and meaningful reported higher workplace satisfaction, stronger emotional attachment to the organization, and greater intention to remain employed. The results suggest that retention strategies in family-owned small enterprises should extend beyond financial compensation and include employee-centered practices that strengthen organizational support and workplace belongingness.

Keywords: *employee benefits, employee retention, job satisfaction, affective commitment, family-owned small enterprises, Bulacan, Philippines*

Building Societal Human Systems in Hospitality: The Roles of Capability Culture, Psychological Safety, and Purposeful Work

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Abstract

This study examines how human systems in hospitality are shaped through the integration of capability-oriented culture, psychological safety, and purposeful work in explaining employee outcomes. Drawing on socio-technical systems theory and self-determination reasoning, the study investigates whether capability-oriented culture strengthens psychological safety, whether psychological safety promotes purposeful work, and whether purposeful work enhances job satisfaction, team creativity, and employee performance. A quantitative explanatory design was applied using survey data from 330 employees working in hotels and resorts in Indonesia. The data were analyzed using partial least squares structural equation modeling (PLS-SEM) to assess direct and mediated relationships. The findings reveal that capability-oriented culture strongly improves psychological safety, while psychological safety significantly enhances purposeful work. Purposeful work, in turn, positively affects job satisfaction, team creativity, and employee performance. The mediation results confirm purposeful work as a central mechanism linking psychological safety to employee outcomes, while capability-oriented culture influences outcomes indirectly through psychological safety and purposeful work. This study contributes by showing that developmental culture, interpersonal safety, and meaningful work jointly support resilient human-centered service systems.

Keywords: *capability-oriented culture; psychological safety; purposeful work; hospitality employees; socio-technical systems; team creativity and performance*

Talent Incubation as a Strategic Catalyst: Accelerating the Potential of Generation Z toward Golden Indonesia 2045

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Abstract

Generation Z is often subjected to the negative stereotypes, such as a lack of loyalty and low job retention. However, as digital natives, they possess unmatched potential for digital adaptability. This paper aims to analyze how talent incubation programs act as strategic catalysts in transforming Generation Z's raw potential into an organizational competitive advantage. Through literature review and conceptual analysis, this study found that an incubation ecosystem that provides psychological safety and mentorship is capable of aligning individual passion with the company's strategic goals. Consequently, talent incubation is not merely a training program but a strategic investment in mitigating the risks of digital disruption and preparing future leaders for the Golden Indonesia Vision 2045.

Keywords: *Generation Z; Talent Incubation; Digital Adaptability; Strategic HRM; Golden Indonesia.*

Factoring Work Orientation 5-M for Employed Adults of Expatriate Chinese Employees and Locals in Indonesia

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Abstract

Work orientation refers to individual employees' beliefs on the meaning of work and what they can gain from the work leading to work satisfaction, but should consider cultural values. The current study aimed to investigate work orientation of expatriate Chinese (Chinese employees) and Indonesian employees (Locals) by factoring structure underlying the Work Orientation Questionnaire of five-dimensional for employed adults' (WOQ 5-M_fEA) model. Principal axis factoring outputs emerged with four factors for Chinese employees and five factors for Locals. It was only the job orientation remained the structures the same as the original scale. The rests were, for Chinese employees, the merging of the career orientation, and some item of the busyness orientation, and the social embeddedness orientation into one factor, the groups of the calling orientation and three items of the social embeddedness orientation, and only three items of the busyness orientation. For Locals, the most problematic was the formation of the career and the calling orientations that was grouped into one factor. The selected demographic factors had no significantly influence on each of the work orientation dimensions and contributed to a very small effect size. Those combinations were meaningless and assumed that due to the wordings, the ability to interpret the statements, and the work cultural issues of the two countries. The study suggests to redesign study to have more powerful effect of the magnitude. The discussion, the implications, and the limitations are discussed.

Keywords: *Work orientation, Chinese, Work culture, WOQ, Indonesia*

Between Communication and Participation: Autistic Employees in Neurotypical Work Environments

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Abstract

This study examines how autistic employees sustain participation in formal work settings by focusing on the role of coping mechanisms in navigating workplace communication and job demands. Adopting a qualitative phenomenological approach, data were collected through semi-structured, in-depth interviews with 13 formally employed individuals diagnosed with Autism Spectrum Disorder (ASD) in Indonesia and analyzed using thematic analysis. The findings indicate that workplace participation is shaped by ongoing interaction between communication practices, job demands, and individual working styles. Communication ambiguity and implicit expectations create challenges in understanding and coordination, while misalignment between environmental demands and cognitive and social processing styles increases work pressure. In response, coping mechanisms such as masking, task structuring, and self-regulation function as continuous strategies that enable employees to sustain performance. However, these strategies carry cognitive and emotional costs, particularly under intensified work demands. Supportive communication and flexible work practices help reduce these challenges, although their application remains inconsistent. The study highlights the importance of improving communication clarity, task structure, and work flexibility to enhance alignment between employees and their work environments and support more sustainable workplace participation. (Times

Keywords: *Autistic Employee, Coping Strategy, Workplace Communication, Equality.*

The Effect of Meme Use in Digital Marketing on Consumer Engagement and Attitudes towards GOJEK Application

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Abstract

This study aims to analyze the effectiveness of using memes in digital marketing and its influence on Attitude Toward Ad Engagement towards the Gojek Indonesia brand. Specifically, the research examines how cognitive and affective variables namely Meme Marketing Type, Narrative Transportation, Brand Knowledge, Meme Literacy, and Meme Linguistic Characteristics contribute to shaping consumers' positive responses to meme-based advertising.

A quantitative approach was employed by distributing an online questionnaire to 262 respondents who are active social media users in the Jabodetabek area and have been exposed to Gojek Indonesia's meme marketing content. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the relationships among variables in the research model. The results indicate that all tested constructs, which are Meme Marketing Type, Narrative Transportation, Brand Knowledge, Meme Literacy, and Meme Linguistic Characteristics, were found to have a positive and significant influence on Attitude Toward Ad Engagement. Specifically, Narrative Transportation was identified as the strongest determinant (highest importance) of audience engagement attitude, confirming that the power of storytelling and emotional connection within a meme is key to successful brand communication. These findings provide empirical evidence that meme marketing is a highly effective digital communication strategy for building emotional and social connections between the brand and its young audience. The managerial implications of this study suggest that companies, particularly the Gojek creative team, need to focus on strengthening the relevant and relatable narrative elements in every meme content published to enhance audience immersion and emotional resonance, thereby encouraging long-term engagement.

Keywords: *Meme Marketing Type, Narrative Transportation, Brand Knowledge, Meme Literacy, Attitude Toward Ad Engagement*

Streamlining Transportation Logistics: A Six Sigma DMAIC Case Study

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Abstract

This study takes the transportation unit as a case example and applies the DMAIC improvement cycle from the Six Sigma management system. The research focuses on transportation logistics, aiming to reduce delivery times and improve loading efficiency. The findings demonstrate that installing real-time vehicle monitoring systems saves both manpower and time. At the same time, it minimizes dispatch errors and enables faster decision-making in dispatching operations. Ultimately, the dispatch model developed in this study can be applied in future operations and serve as a reference for other transportation companies seeking to lower unit costs and enhance competitiveness.

Keywords: *Six Sigma, DMAIC, Logistics*

Median-Based Performance Ratio for Injection Molding Efficiency: Evidence from Non-Gaussian Analysis and SPC Extensions

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Abstract

This study develops and expands a median-based performance ratio for evaluating finite-machine efficiency in a single-color injection molding environment. The empirical dataset contains 100 cleaned and valid observations distributed across 30 finite machine IDs. Rather than treating the denominator as an externally assigned constant, the reference value is derived from the median cycle time (CT) of the cleaned single-color machine observations. This design preserves auditability, interpretability, and robustness against extreme values. The empirical results show that the distribution of the performance ratio R is not adequately represented by a Gaussian bell-shaped distribution. The Shapiro-Wilk normality test rejects Gaussian normality, while skewness and kurtosis indicate right-sided and flattened distributional characteristics. A one-sample t-test shows that the sample mean of R is not significantly different from the baseline value of 1 at the 5% level, suggesting that average-level stability and distributional risk can coexist. Building on these empirical findings, this paper further extends the framework toward ISO 22400/OEE alignment, non-normal statistical process control, median absolute deviation monitoring, data preprocessing in Industry 4.0 environments, and future predictive monitoring. The study contributes a practical and expandable framework for connecting shop-floor cycle-time records with robust manufacturing performance interpretation.

Using Importance-Performance Analysis (IPA) to Classify and Diagnose Service Quality of Taiwan Taxi Ride-Hailing App Platforms

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Abstract

With the rapid expansion of ride-hailing services, the quality of booking platforms has become a key factor influencing passenger loyalty and continued usage intention. This study employs the Importance–Performance Analysis (IPA) method to evaluate ride-hailing service quality based on a 23-attribute measurement scale. Using 216 valid responses, the study examines users' perceived importance and performance of service attributes through an IPA matrix. The findings reveal that privacy and security and interface navigation are key strengths, while customer service responsiveness shows a significant performance gap and requires immediate improvement. The analytical results provide practical insights for platform operators to prioritize service enhancements and optimize resource allocation. In addition, this study contributes to the literature by addressing the underexplored issue of ride-hailing application interface quality and offering a systematic evaluation framework for digital service environments.

Keywords: *Ride-Hailing, IPA analysis, service quality*

TQM Practices and Service Delivery Quality in Community Pharmacies: A Cross-Sectional Study from Camarines Sur, Philippines

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Abstract

The study assessed the extent of application as well as the correlation between Total Quality Management (TQM) and service delivery quality of community pharmacies in the province of Camarines Sur, Philippines. Employing a quantitative cross-sectional approach, 138 respondents were chosen from among 30 FDA endorsed community pharmacies in terms of four constructs under TQM which are: Customer Focus, Continuous Improvement, Employee Involvement, and Process Orientation and five constructs on service delivery that include: Customer Satisfaction, Safety and Accuracy, Service Accessibility, Policy Compliance, and Staff Engagement. Results show that pharmacies demonstrated high TQM implementation ($M=4.64$, $SD=0.45$), with Employee Involvement ranked highest ($M=4.71$). Service delivery was rated very satisfactory ($M=4.65$, $SD=0.46$), with Staff Engagement topping ($M=4.77$). No significant variation in TQM practices was found across pharmacy type, location, experience, position, and customer volume (PERMANOVA). TQM implementation showed a significant and strong relationship with service delivery ($F=14.362$, $p=0.001$, $R^2=0.243$; $r=0.872$, $p<0.001$). Primary challenges include resource constraints (34.06%), workforce management (25.36%), and operational issues (22.46%).

Keywords: *Total Quality Management, community pharmacy, service delivery, pharmaceutical care, healthcare quality, Philippines*

Anticipating the Brew: Demand Forecasting and Operational Efficiency in Metro Manila Artisan Coffee Shops

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Abstract

Fragmented supply chains, unreliable demand forecasting, and limited technological adoption constrain the operational efficiency of artisan coffee businesses in Metro Manila. This study examines the individual and combined effects of Demand Forecasting (DF) on Operational Efficiency (OE), with Machine Learning Adoption (MLA) as a moderating variable. Using a positivist, cross-sectional, quantitative design, structured survey data were collected from 50 operational personnel at artisan coffee shops. Results showed that Demand Forecasting had a significant positive effect on Operational Efficiency, with the regression model explaining 80.8% of the variance in operational efficiency ($R^2 = 0.808$). The findings confirmed that DF significantly improves OE ($\beta = 0.852$, $p < .001$), suggesting that stronger forecasting practices help artisan coffee shops reduce waste, manage inventory more effectively, anticipate customer demand, and improve day-to-day operational performance. Moderation analysis also showed that Machine Learning Adoption significantly moderated the relationship between DF and OE ($\beta = -0.131$, $p = 0.019$), indicating that the effect of forecasting on efficiency changes depending on the level of machine learning adoption. However, the negative interaction suggests that machine learning may weaken the positive effect of demand forecasting when businesses lack sufficient data readiness, technical capability, or process alignment. Managerially, findings suggest prioritizing stronger supply chain coordination alongside investments in data-driven forecasting and integrated digital systems to reduce waste, prevent stockouts, and improve productivity. This study contributes original empirical evidence from the underexplored Metro Manila artisan coffee sector and offers insights into how machine learning can bridge digital capability gaps among Southeast Asian SMEs in the food and beverage industry.

Based on Data Envelopment Analysis to evaluation the promotion performance of knowledge management in agricultural industrial parks in China

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Abstract

The agricultural industrial parks in China encounter the problems of small size, difficult business operation, uneasy capital formation, low net value, and excessive centralization in specific areas. In face of the approach of new financial era, agricultural industrial parks have to re-plan the business strategies and actively reinforce or improve the defects and weaknesses in order to cope with future competition trend.

Data Envelopment Analysis is applied to evaluate efficiency in this study. National agricultural industrial parks in Anxi, Fujian, are selected as the research samples. The used variable data are acquired from public statistics of national agricultural industrial parks in Anxi, Fujian. The analysis results show that 1.one DMU presents strong efficiency, 3 DMUs reveal marginal inefficiency, and 6 DMUs appear obvious inefficiency and 2.inputs and outputs are removed one by one for sensitivity analysis with DEA to understand the sensitivity to efficiency. Finally, suggestions are proposed according to the conclusion, expecting to assist agricultural industrial parks in reinforcing the competitiveness and promoting the business performance through knowledge management.

Keywords: *agricultural industrial park, knowledge management, performance evaluation*

Verifying the Aging-oriented Transformation Design of Socially Interactive Children's Toys through Cooperative Board Games

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Abstract

As global populations age, addressing loneliness and short-term memory decline in older adults is crucial. Given the inverted U-shaped curve of human ability development, children's toys possess strong potential for age-friendly adaptation. This study derived seven design elements—visual recognition, operational logic, hint strategies, memory matching, interactive collaboration, contextual feedback, and pacing adjustment—to transform the children's cooperative game Hanabi into an aging-oriented version. A crossover experiment was conducted with 39 healthy and pre-frail older adults who experienced both versions. Based on the Stimulus-Organism-Response (S-O-R) model, the primary questionnaire measured perceived stimuli (social interaction and memory), internal cognitive and affective states (need fulfillment based on Self-Determination Theory), and behavioral responses (attitude and continuance intention). A secondary questionnaire assessed subjective perceptions of the design elements. Results indicated that the adapted version significantly outperformed the original in perceived social interaction and memory support. Structural Equation Modeling confirmed that these enhanced stimuli successfully fulfilled participants' psychological needs for autonomy, competence, and relatedness, which positively drove their attitude and continuance intention. Furthermore, exploratory and confirmatory factor analyses validated three reliable design dimensions: operational experience and cognitive control, social hints and interactive feedback, and visual-memory assistance. Ultimately, this study establishes a robust, evidence-based framework for transforming existing children's toys into effective, non-pharmacological interventions for the elderly.

Keywords: *age-friendly, children's toy transformation, social interaction, memory*

Multisensory Design of Tactile Color Symbols for Individuals with Low Vision to Support Color Recognition and Artistic Creation

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Abstract

Individuals with low vision account for a considerable proportion of the visually impaired population. Compared with sighted students, they often face greater challenges in art learning and creative activities due to limitations in visual recognition and difficulties in accessing appropriate tools, assistive devices, and teaching materials. Although existing studies in Taiwan have addressed curricula and design guidelines for individuals with low vision, assistive devices and teaching materials specifically developed for artistic creation remain limited. Based on multisensory design principles, this study aims to develop products that incorporate tactile color symbols for individuals with low vision. The design emphasizes tactile perception as the primary sensory channel, supplemented by auditory cues, to help users establish color concepts through recognizable tactile graphics. The product design consists of assistive devices and teaching materials, including label stickers, handheld embossing pliers, embossing molds, an instructional picture book, and embossed tactile color cards. A questionnaire survey was conducted to establish associations between colors and tactile graphics, and the results were applied to the product design. The findings indicate that red corresponds to a circle, orange to a pentagon, yellow to a crescent, green to a leaf shape, blue to a water-drop shape, and purple to a triangle. The System Usability Scale (SUS) was used to evaluate usability, yielding an average score of 80.75, indicating good usability and preliminary practical feasibility. The proposed system may support color recognition through touch and strengthen color-symbol associations in art and daily life.

Keywords: *Low Vision, Multisensory Design, Tactile Graphics, Assistive Devices, Teaching Materials*

Analysis of Thermo-Piezo-Photoelectric Semiconductor Medium Incorporating Size Effects and Modified-Cattaneo-Vernotte Heat Conduction Model

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Abstract:

A size-dependent ortho-thermo-piezo-photo-electric semiconductor half-space's vibrational behaviour using the Modified–Cattaneo–Vernotte(MCV) heat conduction model has been examined in this manuscript. In contrast to the standard Fourier technique, the MCV theory provides a more realistic explanation of heat transport at small scales by accounting for finite thermal wave speed through the inclusion of thermal relaxation time. A coupled system of governing equations is developed to explain the interplay between thermal, mechanical, piezoelectric, and photoelectric fields using the nonlocal theory of elasticity. Analytical solutions for the ensuing field equations under photothermal excitation are obtained using the normal mode technique. Assuming that the semiconductor surface is in contact with the vacuum, appropriate boundary conditions are applied. A detailed analysis is conducted of the impacts of size dependency, thermo-piezo-photo-electric coupling parameters, and thermal relaxation time on temperature, stress, and plasma distributions. Numerical calculations are performed, and graphical representations are used to illustrate the impact of different physical characteristics. The findings show that the vibrational properties of the medium are greatly impacted by the inclusion of the MCV heat conduction model. Vibrational analysis in a size-dependent thermo-piezo-photoelectric semiconductor half-space utilizing the Modified-Cattaneo-Vernotte framework.

Keywords: *Vibrational analysis, MCV model, Semiconductor, Nonlocal elasticity*

A Study on the Influence of Business Center Environmental Aesthetics on Settlement Intention

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Abstract

This study aims to examine how spatial aesthetics and brand congruence influence potential occupants' settlement intention in the business center context. Compared with prior servicescape research, which has mainly focused on general consumers, this study adopts the perspective of prospective occupants and conceptualizes business centers as strategic spaces for brand management, resource connection, and value co-creation. Drawing on the stimulus-organism-response framework, processing fluency theory, self-congruity theory, place identity theory, and service-dominant logic, this study develops a dual-mechanism mediation model of "spatial stimuli–identity formation–value evaluation–settlement intention." In the proposed model, perceived spatial aesthetics and brand-image congruence are the independent variables; spatial identity and co-created/perceived value are the mediating variables; and settlement intention is the dependent variable. The research subjects include actual users, potential occupants, and decision participants of business centers, coworking spaces, and related commercial spaces in Taiwan. Data will be collected through a structured questionnaire, with purposive sampling as the primary sampling strategy and convenience sampling as a supplementary approach. The questionnaire adopts a seven-point Likert scale. A minimum of 400 valid responses is expected. PLS-SEM will be used to test the measurement model, structural model, single-mediator effects, and serial mediation effects. The study is expected to address the lack of an occupant perspective and psychological process mechanism in business center settlement-decision research, and to provide managerial recommendations for enhancing settlement intention through aesthetic configuration, brand positioning, and co-creation resource design.

Keywords: *business center, perceived spatial aesthetics, brand-image congruence, spatial identity, co-created value, perceived value, settlement intention, PLS-SEM*

Design Exploration of Micro Rest Spaces for Urban Delivery Riders: Development of a Scooter-Attachable Table Product

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Abstract

This study addresses the common challenges faced by food delivery platform workers during their delivery tasks—specifically, the lack of proper resting areas and usable tables. It proposes the design of a portable table that can be mounted on scooters. Adopting a design-oriented research approach, the study integrates User-Centered Design (UCD) and the Quality Function Deployment (QFD) method. Through field observation and semi-structured interviews, five key user requirements were identified, which were then translated into technical specifications for prototype development and usability testing. Findings indicate that delivery workers place the highest importance on ease of installation, stability, and compactness for storage. Prototype testing results revealed a high level of overall user satisfaction, with particularly strong approval in the aspects of quick operation, portability, and installation stability. The outcomes of this study not only address spatial inadequacies under platform-based labor conditions but also demonstrate the practical potential of design as an intervention in social issues. Future directions may consider incorporating modular components and sustainable design elements to enhance product versatility and development potential.

Keywords: *Delivery Worker; Quality Function Deployment (QFD) ; User-Centered Design (UCD)*

Effects of Integrating an Aging Simulation Suit with VR on Designers' Presence, State Empathy, and Need Identification

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Abstract

Empathy is a core competency in user-centered design; however, the added value of wearable body-simulation devices beyond virtual reality (VR) remains insufficiently examined. Using a cleaning task performed by older custodial workers as the scenario, this exploratory study randomly assigned 20 design students to either a VR plus aging simulation suit condition or a VR-only condition. After the experience, participants completed an empathy worksheet, the Comprehensive State Empathy Scale, an immersive VR user-experience scale, and a virtual body ownership questionnaire. The quality of need identification was independently rated by two trained raters using an analytic rubric. The results showed that the VR + Suit group reported significantly higher presence than the VR-only group. The VR + Suit group also produced more need statements and achieved higher need-identification quality. The quality difference was mainly reflected in the appropriateness of need translation and the fit to contextual constraints, rather than in basic problem correspondence. In contrast, state empathy and its component constructs showed consistent positive trends but did not reach statistical significance. These findings preliminarily suggest that integrating an aging simulation suit into VR may enhance design students' sense of presence and support behavioral outcomes in need identification, offering initial evidence for embodied empathy training in design education.

Keywords: *virtual reality; aging simulation suit; presence; state empathy; need identification*

From Knowledge Receivers to Knowledge Architects: A Heutagogical Framework for Intellectual Survival in AI-Integrated Higher Education

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Abstract:

The emergence of Generative AI has disrupted traditional knowledge monopolies and accelerated the obsolescence of professional skills. This paper proposes a systemic transition from passive knowledge transmission to adaptive capacity building based on the philosophy of self-determined learning (Heutagogy). Through empirical analysis in Applied Mathematics, the research asserts that human value in the machine age has shifted from pure problem-solving to problem-finding and the auditing of algorithmic logic. Consequently, the study introduces a "Dynamic Curriculum" model-utilizing modular structures and micro-credentials-to establish a self-evolving learning ecosystem. The findings aim to cultivate "Algorithmic Architects" who possess the autonomy and infinite adaptability to lead in a technology-driven landscape.

Keywords: *Heutagogy, Adaptive Capacity, Generative AI, Dynamic Curriculum, Problem-finding, Knowledge Management.*

Internal Factors Affecting the Management of English Teaching and Learning Activities at Vietnam's Foreign Language Centers

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Abstract

The rising demand for English proficiency in Vietnam has positioned foreign language centers (FLCs) as essential providers of language education. However, instructional effectiveness is influenced by multiple internal factors. This study employs a mixed-methods strategy that integrates a survey of 71 teachers and 32 academic managers with comprehensive interviews to explore five crucial internal dimensions affecting the management of English teaching and learning: factors related to teachers, factors related to learners, curriculum and instructional materials, facilities and learning environments, and organizational culture and leadership. The results revealed that teacher professionalism, teaching skills, and motivation, as well as learner independence and participation, were the most significant factors. The quality and relevance of the curriculum were generally rated positively, although flexibility was somewhat limited. While improvements in infrastructure were noted, they were not evenly distributed, and leadership support and institutional culture influenced innovation and teacher retention. This study highlights the interconnectedness of these internal components and their alignment within the Plan–Do–Check–Act (PDCA) framework. Quantitative data were analyzed using descriptive statistics and independent-samples t tests (Welch's correction). These findings have practical implications for enhancing academic quality and policy development in Vietnam's private language education sector.

Keywords: *English language teaching, educational management, foreign language centers, Vietnam, internal factors, PDCA model*

The Impact of Curriculum Reform on Teacher Education in Taiwan: A Policy and Regulatory Perspective

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Abstract

The main purpose of this paper is to analyze how the new curriculum guidelines effect teacher education. It collects and organizes the ways of teachers' professional development. In the evolutions of policies and regulations about teacher education in Taiwan, it elaborates the importance of policies and regulations to teachers' professional development, and it also points out the effects on teacher education. Meanwhile, this paper describes the content of 12-Year Basic Education curriculum guidelines and discuss the directions of teacher education by means of essential literacies. The suggestions for teacher education with CIPP mode are understanding the literacy-based teacher education, directing the ways of teacher pre-education and in-service education, developing supporting system of literacy-based teacher education, and planning the evaluation of literacy-based teacher education.

Keywords: *teacher education, 12-Year Basic Education, essential literacies*

Integrating Generative AI and Gamification to Enhance BESTEP Performance: A Case Study of a College English Empowerment Course

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Abstract

This study investigates the effects of integrating generative artificial intelligence (AI) and gamification on college students' performance in the BEST Test of English Proficiency (BESTEP). Taking an English Empowerment course at a university in Taiwan as a case study, ChatGPT was incorporated to support speaking practice and self-directed learning, while gamified platforms such as Kahoot, Blooket, and Gimkit were used for vocabulary and grammar reinforcement. A quantitative research approach was adopted, with 37 valid questionnaires collected and analyzed using correlation and regression analyses. The results indicate that both gamification and ChatGPT-supported learning significantly enhance students' learning motivation and self-directed learning readiness, which in turn positively influence BESTEP performance. Notably, ChatGPT demonstrated the strongest effect on self-directed learning ($\beta = 0.89$, $p < .01$). Furthermore, the findings reveal a dual-path learning model characterized by "high-frequency engagement" and "deep empowerment," which effectively improves students' learning confidence and overall performance. The results of this study provide important pedagogical implications for bilingual education in higher education.

Keywords: *Generative Artificial Intelligence, Gamification, BESTEP, Self-Directed Learning, Learning Motivation*

UX-Oriented Design and Usability Evaluation of a Touch-Gesture Classroom Lighting Interface: Educational Infrastructure Innovation in Smart Classrooms

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Abstract

Digital transformation in educational environments often emphasizes teaching devices, while routine supporting infrastructures such as classroom lighting controls remain traditional and can interrupt teaching flow. This study developed and evaluated a touch-gesture lighting interface by following a user experience and user-centered design process. First, one-week field observations and semi-structured interviews with 17 teachers and students in a traditional classroom were conducted to identify pain points and gesture expectations. Empathy mapping and user journey mapping were used to define requirements. Based on the findings, an Android prototype connected to an Arduino lighting model was designed: horizontal swipes with one, two, or three fingers controlled corresponding light rows, and vertical one-finger swipes controlled all lights. A usability experiment with 14 participants compared traditional switch operation with the proposed gesture prototype and assessed the design using the System Usability Scale and Nielsen-related usability dimensions. The overall System Usability Scale score was 78.2; students averaged 83.8 and teachers averaged 68.0. Nielsen-related ratings indicated learnability ($M = 4.07$), efficiency ($M = 4.14$), intuitive memorability ($M = 3.85$), error recovery ($M = 4.14$), and satisfaction ($M = 3.85$) on a five-point scale. Results suggest that user experience-oriented design can transform a routine classroom facility into a more usable and responsive interface, although gesture diversity and hardware sensitivity require further optimization. The study contributes practical usability criteria for gesture-based smart classroom interfaces and offers an incremental organizational innovation model for school digital transformation.

Keywords: *User Experience Design; Usability; Touch Gestures; Smart Classroom; Interface Design; Organizational Innovation*

A Preliminary Study on the Learning Outcomes of Multiplayer Interactive RPG Exhibits through the Generic Learning Outcomes Framework: A Case Study of “Guided by Prehistoric People” at the National Museum of Prehistory

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Abstract

This study explores the learning outcomes of applying multiplayer interactive role-playing games (RPGs) in museum exhibitions. The research focuses on the interactive exhibit “Guided by Prehistoric People” in the permanent exhibition “Iron Age: Forging and Smelting – High-Temperature Craftsmanship” at the National Museum of Prehistory. Although museums have increasingly introduced digital interactive technologies, relatively few studies have examined how multiplayer interactive environments influence visitor learning outcomes.

This study adopted the Generic Learning Outcomes (GLOs) framework proposed by the Museums, Libraries and Archives Council (MLA) as the theoretical basis. The five dimensions of GLOs—knowledge and understanding, skills, attitudes and values, enjoyment, inspiration and creativity, and activity behavior and progression—were used to evaluate visitors’ learning outcomes. A questionnaire survey was conducted using Google Forms. Participants were visitors aged 12 and above who experienced the multiplayer interactive RPG exhibit. A total of 35 valid questionnaires were collected. The results showed that all five GLOs dimensions received mean scores above 4.0, indicating positive learning experiences. The highest scores were found in “learning through digital interaction” (M = 4.54) and “willingness to participate in other museum digital interactions” (M = 4.51), suggesting that the RPG design effectively enhanced learning acceptance and participation intention.

The results suggest that multiplayer interactive RPG exhibits may enhance visitors’ procedural understanding of prehistoric craftsmanship while increasing engagement with museum learning activities. The findings also highlight the educational potential of collaborative game-based interaction in museum exhibition design.

Keywords: *Museum Education, Multiplayer Interactive RPG, Learning Outcomes, Generic Learning Outcomes (GLOs), Prehistoric Culture*

A study on electronic textbook integrated readers' theater teaching to MICE students' English learning effectiveness and motivation

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Abstract

English is an internationally circulated language; especially, under the incitation of globalization, learning English becomes the extremely important core competitiveness. Using nonequivalent pretest posttest control group design for the experimental research, 204 MICE students of Taiwan universities, as the research objects, are preceded the electronic textbook integrated readers' theater teaching 2×2 experiment. The experimental research is preceded for 16 weeks with 3 hours per week (total 48 hours). The research result show that electronic textbooks outperform traditional hard copy on the promotion of MICE students' English learning motivation and learning effectiveness, readers' theater outperforms traditional didactic English teaching on the promotion of MICE students' English learning motivation and learning effectiveness. According to the results to proposed discussions, it is expected to reduce students' learning load and learning anxiety to further enhance the self-confidence and learning motivation.

Keywords: *electronic textbooks, readers' theater teaching, MICE students, learning effectiveness, learning motivation*

Distraction or Metacognitive Cue? A Systematic Review of the Effects of Time-Synced Comments on Comprehension Calibration and Self-Regulated Learning

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Abstract

With the increasing use of digital video-based learning, learners may overestimate their understanding due to fluent viewing experiences and limited external feedback, leading to an illusion of understanding. Time-Synced Comments (TSC), characterized by synchronized commenting, have been considered a potential mechanism influencing comprehension monitoring and learning processes. However, previous studies have reported mixed findings regarding their effects on learning. This study adopted a Systematic Literature Review (SLR) approach to analyze 23 interdisciplinary studies related to TSC and digital learning. This study reexamined the possible mechanisms and influencing conditions of TSC in different learning contexts. The findings suggest that the effects of TSC are influenced by information density, interface design, and learner characteristics. This study proposes a Conditional Dual-Pathway Framework of TSC, suggesting that TSC may either function as metacognitive cues that support comprehension monitoring or become sources of cognitive interference under high information load.

Keywords: *Time-Synced Comments, Illusion of Understanding, Metacognitive Monitoring, Cognitive Load, Self-Regulated Learning*

Antecedents of Lecturer Performance through Innovative Work Behavior: Evidence from Excellent-Accredited Universities in Lldikti Region I

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Abstract

This study examines the antecedents of lecturer performance by testing the effects of perceived organizational support and proactive personality, with innovative work behavior as a mediating mechanism, in excellent-accredited universities under LLDIKTI Region I, Indonesia. The study is motivated by the strategic role of lecturers in sustaining higher education quality through education, research, and community service, and by the need to identify organizational and personal resources that can be translated into measurable performance outcomes. A quantitative explanatory design was employed using survey data from 95 lecturers, and the data were analyzed using partial least squares structural equation modelling (PLS-SEM). The measurement model demonstrated adequate convergent validity and reliability, with outer loading values above 0.70, AVE values between 0.67 and 0.70, Cronbach's alpha values between 0.92 and 0.96, and composite reliability values between 0.94 and 0.97. The structural model showed that perceived organizational support and proactive personality significantly influenced innovative work behavior and lecturer performance. Innovative work behavior also significantly influenced lecturer performance and mediated the effects of perceived organizational support and proactive personality on lecturer performance. The model explained 62% of the variance in innovative work behavior and 74% of the variance in lecturer performance. These findings indicate that lecturer performance is strengthened not only by institutional support and individual proactivity, but also by the lecturers' capacity to generate, promote, and implement new ideas in academic work.

Keywords: *lecturer performance, perceived organizational support, proactive personality, innovative work behavior.*

Promoting the New Management Model On Teachers’ Entrepreneurship Enhancement in Batam City

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Abstract

Strengthening teachers’ entrepreneurial competence is a critical prerequisite for embedding creativity and innovation into the institutional fabric of schools. Recognizing the urgency of this issue, both policymakers and educational institutions are compelled to formulate a management framework that is effective, resource-efficient, and operationally feasible to elevate teacherpreneurship in Indonesia. This study, therefore, aimed to construct and validate a context-specific management model for enhancing the entrepreneurial competence of senior secondary school teachers in Pacitan Regency, Indonesia. A Research and Development R&D design was employed. The proposed model was subjected to expert validation by eight specialists in educational management and teacher professional development, followed by user validation involving 45 stakeholders, including local education office officers, supervisors, principals, and teachers. The empirical model comprises six interrelated managerial functions: planning, organizing, actuating, integrating, budgeting, and evaluating. Validation outcomes demonstrated strong psychometric quality: the model achieved mean scores of 3.71 for effectiveness, 4.00 for efficiency, and 3.83 for practicality on a 4-point Likert scale, indicating high validity and usability. The findings contribute a theoretically grounded and empirically validated alternative management model that education offices and schools can adopt to systematically develop teacherpreneurship competencies among high school educators in Pacitan. Nevertheless, since the study is confined to the development and validation stages, a large-scale pilot implementation is essential. Future research should test the model’s efficacy, scalability, and sustainability with a broader participant pool across diverse regional contexts.

Keywords: *management model, teacher competency, teacherpreneurship*

Improving Handover Quality in a Postpartum Unit Using a Nursing Information System: A Quasi-Experimental Study

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Abstract

Nursing handover is a critical process to ensure continuity of care and patient safety, particularly in postpartum units where both maternal and neonatal conditions must be simultaneously managed. The complexity of dual-patient care increases the risk of incomplete or inaccurate information transfer during handover. This study aimed to evaluate the effectiveness of a nursing handover information system, designed based on the ISBAR (Identification, Situation, Background, Assessment, Recommendation) framework, in improving handover completeness, efficiency, omission rates, and nurse satisfaction. A quasi-experimental pre-post design was conducted in a 49-bed postpartum ward of a regional hospital in Taiwan. A total of 28 registered nurses participated in the study. Data were collected between December 2024 and January 2025, during which 113 handover sessions across day, evening, and night shifts were observed. A structured observational checklist was used to assess handover completeness, duration, omission of critical information, and special handover items. In addition, nurse satisfaction was measured using a questionnaire administered before and after system implementation. The results demonstrated significant improvements in handover quality and efficiency following system implementation. Handover completeness increased substantially, while handover duration and omission rates were significantly reduced (all $p < .001$). Nurse satisfaction also improved significantly across all evaluated domains. In conclusion, the implementation of a nursing handover information system incorporating the ISBAR framework effectively enhanced communication quality, reduced information loss, and improved work flow efficiency in a postpartum unit. These findings support the integration of structured and technology-based handover systems as a practical strategy to enhance patient safety and optimize nursing performance in complex clinical settings.

Keywords: *Nursing Handover, Digital Health System, Postpartum Care, Patient Safety, ISBAR.*

Exploring the Experience of Long-Term Care Meal Service, Relationship Quality, and Behavioral Intention: A Case Study in Changhua, Taiwan

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Abstract

Community long-term care (LTC) centers serve as critical outposts for national aging policies. This study applies the "Cognition-Emotion-Behavioral Intention" model to explore how meal service experiences affect the willingness of senior citizens to continue participation and recommend the service to others. Based on a survey of 271 residents across 14 service points in Dacun Township, Changhua, the results indicate that positive sensory, emotional, and social experiences significantly strengthen behavioral intentions. Furthermore, relationship quality—defined by trust and satisfaction—serves as a crucial partial mediator. These findings provide a strategic roadmap for local governments to enhance elderly welfare through relationship marketing.

Keywords: *Long-term Care Meal Service, Experience, Relationship Quality, Behavioral Intention.*

Understanding Medical Aesthetic Satisfaction: The Role of Lifestyle and Demographic Factors among Female Consumers

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Abstract

With the rapid development of the medical aesthetics industry and the growing importance of appearance management, medical aesthetic consumption has become increasingly normalized. While prior research has largely focused on service quality and pricing, limited attention has been given to the role of lifestyle in shaping consumer satisfaction. This study examines the influence of lifestyle on medical aesthetic satisfaction and explores the effects of demographic variables among female consumers in Taiwan. A quantitative survey was conducted with 200 respondents who had prior experience with medical aesthetic services. The study employed structured questionnaires and analyzed the data using SPSS, including item analysis, factor analysis, reliability testing, independent samples t-tests, one-way ANOVA, and Pearson correlation analysis. The findings indicate that demographic variables have partial effects on satisfaction, with marital status and income significantly influencing the medical aesthetic image dimension. Lifestyle is also significantly associated with satisfaction, particularly the dimensions of interest and personal traits, which show stronger positive relationships with both satisfaction constructs. These results suggest that consumers with higher levels of involvement, knowledge, and appearance consciousness tend to report greater satisfaction. The study highlights the importance of lifestyle-based segmentation and provides practical implications for service differentiation and marketing strategies in the medical aesthetics industry.

Keywords: *Medical aesthetics, Lifestyle, Customer satisfaction, Consumer behavior, Taiwan*

A Study on the Management Model of Gospel Rehabilitation Institutions: The Impact of Religious Belief and Social Support on the Self-Efficacy and Social Reintegration of Rehabilitators

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Abstract

Drug abuse and high relapse rates present critical challenges in contemporary social management. During the social reintegration process, many former addicts ultimately fail due to a lack of proper self-concept, the collapse of family support systems, and a profound sense of low self-control. Recently, faith-based non-profit organizations have demonstrated remarkable success in drug rehabilitation by offering alternatives to traditional punitive frameworks. Grounded in Transformative Learning Theory, Social Control Theory, and Social Cognitive Theory, this qualitative study investigates how these institutions effectively enhance rehabilitators' self-efficacy and facilitate sustainable social reintegration. Utilizing a qualitative "Whole-Part-Whole" approach, researchers conducted a rigorous thematic analysis on secondary audio-visual narratives of 11 successfully reintegrated "former addicts."

The findings reveal a holistic behavioral transformation ecosystem comprising three core mechanisms: (1) A strong religious organizational culture reconstructs meaning perspectives, shifting individuals' attachment from drugs to faith and replacing defensive mindsets with altruism; (2) A robust dual-layered social support network—featuring internal peer mentoring based on "shared vulnerability" and external family repair—breaks societal labeling effects and rebuilds social capital; (3) The management model emphasizes empowerment through daily service practices, successfully awakening internal self-efficacy and driving a profound role transformation from marginalized "care-receivers" to proactive "change-makers" acting as wounded healers. This study concludes that an integrated ecosystem addressing spiritual, social, and psychological needs concurrently is essential for long-term recovery. The findings offer strategic insights for non-profit human resource management, advocate for integrating such programs into the national social safety net via Public-Private Partnerships (PPP), and highlight the need for a more inclusive societal environment.

Keywords: *Faith-based rehabilitation; Social support; Self-efficacy; Social reintegration; Transformative learning*

Patient Safety Culture in Healthcare Facilities: A Prisma-Based Systematic Literature Review and Vosviewer Bibliometric Analysis

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Abstract

Patient safety is a global concern because unsafe care contributes to preventable morbidity, mortality and economic loss. A supportive patient safety culture—shared values, beliefs and norms that encourage safe practice—helps prevent errors and fosters learning. This study conducted a systematic literature review following PRISMA 2020 to synthesise evidence on patient safety culture in healthcare facilities and to analyse research trends through bibliometric mapping. Searches of Scopus and Web of Science identified 20 eligible studies published in English between 2015 and 2025. Most were cross-sectional surveys in hospital settings, and all used the Hospital Survey on Patient Safety Culture (HSOPSC/SOPS) v1.0 or v2.0. Patient safety culture was generally rated as moderate. Teamwork within units and organisational learning received high positive scores, whereas staffing adequacy, non-punitive response to error and incident reporting scored poorly. Bibliometric mapping showed that research clustered around “patient safety,” “safety culture,” “teamwork” and “organisational learning,” with growing attention to incident reporting. These findings emphasise the importance of supportive leadership, open communication and non-punitive reporting systems to strengthen patient safety culture. Future studies should employ longitudinal and mixed-methods designs to illuminate how safety culture evolves over time.

Keywords: *patient safety culture, Hospital Survey on Patient Safety Culture, healthcare facilities, systematic literature review, patient safety*

The Role of Informative and Entertaining Digital Content in Building Brand Awareness and Brand Image at the Ubaya Center for Aging Wellness

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Abstract

The rapid development of digital technology has significantly transformed how institutions communicate with their audiences, shifting from traditional to digital methods. In this case, digital content marketing plays a strategic role in establishing communication with audiences, creating value, and ultimately influencing their perception. For this reason, this study aims to determine the effectiveness of DCM, in both its informative and entertaining dimensions, as used by the Center for Aging Wellness (CAW) to build brand awareness and brand image. This study is a quantitative research with 115 respondents from all civitas academia, lecturers, students, and administrative staffs, who have seen the content of CAW Instagram. The data is then analysed using SEM (Structural Equation Modeling). The results show that DCM, with its informational and entertainment dimensions, positively influences brand awareness and brand image. This confirms that DCM is an effective marketing communication tool for building long-term interaction with the audience, helping them remember the brand's existence (brand awareness) and significantly strengthening the brand image.

Keywords: *social media marketing, digital content marketing, brand awareness, brand image*

Orchestrating Human-Centered Digital Innovation In Hospitality And Tourism: A Dynamic Capabilities Framework For Sustainable Service Transformation

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Abstract

Hospitality and tourism organizations are rebuilding growth in an environment shaped by volatile demand, labor shortages, digital disruption, climate pressure, and rising expectations for authentic yet seamless experiences. This article develops a human-centered dynamic capabilities framework explaining how hospitality and tourism firms can convert digital transformation into organizational innovation rather than isolated technology adoption. The research object comprises hotels, travel service providers, destination management organizations, and experience intermediaries operating in emerging tourism destinations, with particular relevance for Asia-Pacific contexts such as Vietnam. The study applies an integrative literature review and theory-building approach, synthesizing research on dynamic capabilities, service innovation, responsible artificial intelligence, green human resource management, and tourism ecosystems published mainly between 2010 and 2026. The analysis identifies five mutually reinforcing capabilities: market-and-stakeholder sensing, data-enabled service redesign, human-AI augmentation, eco-social orchestration, and learning governance. These capabilities support four organizational innovation outcomes: personalized service systems, resilient operating models, employee-enabled experimentation, and credible sustainability value propositions. The paper argues that the central managerial challenge is not the acquisition of advanced technologies, but the development of routines that align data, people, partners, and environmental purpose. The proposed framework contributes to organizational innovation theory by extending the dynamic capabilities perspective to human-intensive service ecosystems where innovation depends on both technological recombination and relational authenticity. Practical implications include capability audits, cross-functional innovation portfolios, human-in-the-loop AI governance, and destination-level collaboration mechanisms. The article concludes with recommendations for empirical testing, managerial implementation, and policy support to strengthen sustainable competitiveness in hospitality and tourism management in diverse markets.

Keywords: *Artificial intelligence; Dynamic capabilities; Hospitality management; Organizational innovation; Sustainable tourism.*

Exploring the Successful Factors for Cafés of Repurposing Heritage Buildings

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Abstract

This study investigates how service quality, experiential marketing, and store image jointly influence customer loyalty in the context of cafés repurposed from heritage buildings. Using prior literature on service quality, experiential marketing, and store image as the theoretical foundation, a structured questionnaire with 54 items measured on a five-point Likert scale was administered to general consumers. A total of 347 valid responses were collected via online and paper-based surveys, with most respondents being university students residing in southern Taiwan. The measurement model comprised four constructs: service quality, experiential marketing, store image, and customer loyalty. Descriptive results show that all three antecedent constructs received relatively high mean scores, indicating favorable evaluations of old-house cafés. Further analyses reveal that store image exerts significant positive effects on both service quality and experiential marketing, as well as directly on customer loyalty. Service quality positively influences experiential marketing and customer loyalty, while experiential marketing directly enhances customer loyalty. Demographic variables, by contrast, do not significantly affect loyalty. Overall, the findings suggest that the integration of distinctive spatial and atmospheric design, high service quality, and well-crafted experiential marketing is critical for strengthening customer loyalty and competitive advantage in heritage-based café settings.

Keywords: *heritage cafés, service quality, experiential marketing, store image, customer loyalty*

Smart Hexahelix: Creative Marketing Strategy of Local Robusta Coffee for Modern Market Competitiveness

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Abstract

The objective of this research is to develop a holistic, collaborative marketing model to enhance the competitiveness of local specialty coffee, specifically Kopi Codot from Tanggamus, Lampung, in the modern digital market. Local coffee micro, small, and medium enterprises (MSMEs) face severe hulu-hilir marketing bottlenecks due to traditional single-channel promotion, poor brand awareness, and a lack of cross-sector synergy. To address these challenges, this study adopts a qualitative case study design using a purposive and snowball sampling approach to collect data from key stakeholders. Data collection involves in-depth semi-structured interviews, participatory observations across processing facilities, and extensive desk documentation. The data are processed through thematic analysis, integrated with source and method triangulation, and validated via member checks. The research output establishes a "Smart Hexahelix" collaborative framework that maps out specific operational roles for six strategic actors: academia, business/MSMEs, government, communities, mass media, and financial investors. The final conclusion demonstrates that bridging the MSME digital literacy gap through a multi-actor ecosystem significantly accelerates brand immersion experiences, optimizes supply chain integration, and builds sustainable market scaling. This strategic model provides a scalable business framework that targets a minimum 20% increase in MSME revenue and ensures high-retention marketing performance.

Keywords: *Creative marketing, Robusta coffee, Hexahelix model, MSME competitiveness, Digital transformation.*

Smart Tourism, Trust, and Perceived Value as Drivers of Tourist Loyalty: A Comparative Study of Indonesia and Vietnam

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Abstract

This paper will look at the effect of smart tourism, trust and perceived value on tourist loyalty in the ASEAN emerging markets of Indonesia and Vietnam. The study is based on the Stimulus-Organism-Response (S-O-R) theory, in which the smart tourism should be seen as the stimulus, trust and perceived value as the organism state, and loyalty of the tourists as the behavioural response. The survey involved 400 tourists (200 Indonesian and 200 Vietnamese respondents) and was quantitative and cross-sectional. The PLS-SEM was used to analyse data, assessing measurement model, structural model, mediation testing, MICOM, and PLS-MGA. The findings indicate the presence of strong positive impacts of smart tourism on trust, perceived value, and tourist loyalty. Trust has a strong impact on perceived value and tourist loyalty, whereas perceived value proves to be the most powerful direct predictor of tourist loyalty. Further mediation analysis confirms that trust and perceived value mediate the relationship between smart tourism and tourist loyalty, both in isolation and in a sequential manner. The multi-group analysis however shows that there is no significant difference in the structural relationships between Indonesia and Vietnam. These results indicate that smart tourism enhances tourist loyalty both directly as well as by way of relational and evaluative processes. The research adds to the existing literature on smart tourism by expanding the S-O-R theory to a comparative ASEAN context and providing applicable recommendations to destination stakeholders aiming to increase loyalty by using digitally enabled tourism measures.

Keywords: *smart tourism; trust; perceived value; tourist loyalty; PLS-SEM.*

Tourist Citizenship Behavior and Destination Branding: State Of The Art and Future Research Agenda

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Abstract

The organization spends millions of dollars on branding simply only gets reviews, not citizens. Why? Because most of the research separates Tourist Citizenship Behavior (TCB) from Destination Branding. This Systematic Literature Review (SLR) unites them. By analyzing 166 Scopus/WoS/EBSCO articles (2010-2025), it shows that tourists become brand citizens when they co-author the brand instead of consuming the advertisement. VOSviewer and NVivo exposed four channels: online advocacy, brand equity co-creation, emotional attachment, and smart technology participation. Besides, six branding strategies operationalize this shift: tourist generated advocacy, co-creative branding, sustainability-based branding, governance-centered branding, emotional attachment branding, and TCB-driven brand equity. However, there is a critical gap that is isolated and has not been widely researched. This review proposes an integrated framework positioning affective brand identity as the mechanism linking co-creation to citizenship. Four agendas were revealed: brand co-creation; immersive innovation; place-based public diplomacy; and cross domain theory. This is the first review to theorize TCB as political, not managerial. A shift from marketing places to governing brand citizenship.

Keywords: *Tourist Citizenship Behavior; Destination Branding; Systematic Literature Review; Bibliometric Analysis.*

Ecotourism Management in Bali: A Systematic Literature Review on Challenges and Sustainability Strategies

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Abstract

Bali's tourism-driven economy faces severe ecological and social pressures, prompting ecotourism as a sustainable alternative. However, fragmented evidence on management challenges and strategies hinders evidence-based policy. This systematic literature review synthesizes empirical studies on ecotourism management in Bali, identifying key challenges and sustainability strategies. Following PRISMA 2020 guidelines, a structured search of Scopus, Web of Science, and Google Scholar (2010–2025) yielded 28 peer-reviewed studies. Data were synthesized using thematic analysis and quality appraised with the Mixed Methods Appraisal Tool (MMAT). Three persistent challenges emerged: governance fragmentation, limited community participation, and environmental degradation. These are mutually reinforcing, with 36% of studies reporting all three simultaneously. Corresponding sustainability strategies include community-based ecotourism, Tri Hita Karana (THK) certification, and digital carrying capacity monitoring. CBET is the most implemented strategy but shows only moderate success. THK certification suffers from very low voluntary adoption, while digital monitoring remains at pilot stage (44% implementation, promising but unproven). The review concludes that governance fragmentation is the root cause, requiring mandatory certification, integration of CBET into village development plans, and scaling of digital monitoring with enforceable limits. The findings contribute theoretically to common-pool resource theory by highlighting legal pluralism, methodologically by providing a replicable SLR template for tourism research, and practically by offering evidence-based recommendations for policymakers, practitioners, and donors. Future research should prioritize longitudinal and comparative studies, particularly in understudied southern Bali. This SLR demonstrates that technical fixes alone are insufficient; political will to harmonize customary and state authorities is essential.

Keywords: *ecotourism management, Bali, systematic literature review, sustainability challenges, community-based ecotourism, governance fragmentation*

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題名/著者：組織創新國際研討會論文集. 2026 = 17th
International Conference of Organizational Innovation /
謝介仁編著
版本：初版
出版：臺南市：仁成數位圖文有限公司，2026.07
附註：部分內容為英文
識別碼：ISBN 978-626-96842-4-3（平裝）| CIP 115009709
主題詞：LCSTT：企業管理 | LCSTT：國際企業 | LCSTT：文集
分類號：494.07

2026 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：709 台南市安南區長和路二段 12 巷 277 弄 22 號
電話：+88663560071
傳真：+88663560990
編著：謝介仁
出版日期：2026 年 7 月初版

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