



THE INSTITUTE FOR
KNOWLEDGE AND INNOVATION
SOUTH-EAST ASIA
BANGKOK UNIVERSITY



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**Proceedings of the
International Conference
on
Management, Leadership and
Governance**

Bangkok University, Thailand

7-8 February 2013



Edited by

Vincent Ribiere and Lugkana Worasinchai

Bangkok University

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**Proceedings
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International Conference on
Management, Leadership
and Governance**

The Institute for Knowledge and Innovation Southeast Asia
(IKI-SEA)
Bangkok University
Thailand

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Edited by
Vincent Ribiere
and
Lugkana Worasinchai
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Bangkok University
Thailand

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Contents

Paper Title	Author(s)	Page No.
Preface		
Committee		
Biographies		
Corporate ICT Governance: A Tool for ICT Best Practice	Mehdi Asgarkhani	1
Intercultural Interactions, Culture and Knowledge Management: Research from the Thai Hospitality and Tourism Industry	Leonard Barnett and Edward Carter	8
Strategies for Enhancing HRM Courses: Transforming Theory into Hands-On Applications	Bob Barrett	18
A Conceptual Model of Spirituality and its Influence on Unethical Behaviour	Carlos Biaggi	25
Information-processing and Leadership: An Introductory Review and the Cognitive Leadership Model (CLM)	Tom Cerni, Guy J. Curtis and Susan H. Colmar	34
The Impact of Governance on the Performance of a High-Growth Company: An exemplar case study	Peter R Crow and James C Lockhart	41
Experiences of Selected Deans in a Private University: Implications to Academic Leadership	Maria Antonia Crudo-Capili and Circe B. Concepcion	48
Global Leadership in Managing Workforce Diversity	Pradeepa Dahanayake and Diana Rajendran	56
Managerial Leadership and Job Satisfaction: Evidence from Retail Banking Industry in Wales-UK	Serene Dalati	65
Is Religion an Influential Factor in the Managerial Decision Taken at the Level of Corporate Governance Structures?	Paul Diaconu and Dan Dumitrescu	75
Corporate Language Culture as a Promising Performance Driver	Veronika Dolakova, Jan Voracek and Veronika Zelena	83
Are Solutions the Solution to Adding Customer Value?	Philip Dover and Julie Schwartz	93
Managerial Design in the Academic Environment: A Content Analysis	Dan-Maniu Dușe, Carmen-Sonia Dușe and Cristina Fenîșer	101
The Preventive Measures of Internal Protection Against Abuses of Rights in Corporate Conflicts	Olga Erahtina	110
Controlling and Strategic Management in the Early 21st Century	Olga Faltejskova and Lilia Dvorakova	117
Silk Technology Promotion and Commercialization: Corporate Social Responsibility Towards Livelihood Generation, Gender, Development and Climate Change Adaptation	Cristeta Gapuz and Francisco Gapuz Jr	126
Towards an Agile Method for ITSM Self-Assessment: A Design Science Research Approach	Hannes Göbel, Stefan Cronholm and Ulf Seigerroth	135
Use of Quantitative Information as a Support to Develop Leadership for Sustainability Strategies	Giani Gradinaru	143

Paper Title	Author(s)	Page No.
The impact of Transactional leadership on the marketing creativity in Jordan's commercial banks	Tareq Hashem and Wedad Abdel Azeez Al-Aqrabawi	152
Prolonging Careers Through HRM-Practices	Pia Heilmann	160
Implementation of Intranet 2.0: Lessons Learned and Implications for Management	Eli Hustad	165
Does it Enhance Human Resource Management? A Narrative Approach to Trust Development in Work Relationships	Mirjami Ikonen and Taina Savolainen	174
Challenges in Leadership for Quality and Sustainability of Educational Institution - Tamilnadu	Ramanan Kausalya, Venugopal .Srinivasan and Sundeeep Swetha	179
A Participation Framework for ICT Benefits Realization: A Model for ICT Investment Worthiness Justification in the Public Sector	Tawa Khampachua and Choopol Boonmee	186
Corporate Social Responsibilities of Indian Public Sector Enterprises- A case study of Bharat Heavy Electricals Limited (BHEL)	Muniyappa Krishna Murthy and Nagarjuna Pitty	194
The Quality Café as a Method for Organisational learning and Quality Development	Yvonne Lagrosen and Stefan Lagrosen	203
Organizational Leadership from an Islamic Perspective: A Study on Some Institutes of Bangladesh	Md Golam Mohiuddin, Syed Mohammad Ather and Farid Ahammad Sobhani	209
Knowledge Sourcing: How Board Intellectual Capital Improves Organisational Performance via the Executive	Denis Mowbray and Coral Ingley	218
Service Quality and Productivity: A Malaysian Public Service Agencies Perspective	Rudzi Munap, Muhammad Izwan Mohd Badrillah, Ahmad Rais Mohamad Mokhtar and Rio Muda Irawan	226
Personality and Organizational Citizenship Behaviour in Hotel Industry: A Relationship Study	Rudzi Munap, Muhammad Izwan Mohd. Badrillah, Ahmad Rais Mohamad Mokhtar and Syed Hazrul Yusof	234
The Business Intelligence-based Organization - new Chances and Possibilities	Celina Olszak	241
Administrative Burden Reduction for Enterprises by Changing Food Safety Regulations in Latvia	Irina Pilvere, Aleksejs Nipers, Dina Popluga, Ligita Melece	250
Identification of Corporate Competitiveness Factors – Comparing Different Approaches	Pavel Pudil, Ladislav Blazek, Petr Somo, Ondrej Castek and Jiri Grim	259
Women Leadership in Asia: Opportunities and Challenges	Guo Qinxian	268
The Future of Learning and the Educational Process	Pascal Ravesteyn and Adri Kohler	274
Work-family Conflict: The Role of Organizational Supportive Perception in Turnover Intention: Case study of Nurses in Tehran's Hospitals	Mehdi Sabokro, Sahar Baghbani, Ali Naghi Amiri	282
Trust Building in e-Leadership – Important Skill for Technology-Mediated Management in the 21st Century	Taina Savolainen	288
Dynamic Modelling of Governance in Non-Profit Organizations: Case of Community Social Services	Jaroslava Sedlakova, Jan Voracek, Pavel Pudil and Petr Somol	297
Gender Diversity in Management and Leadership: A new Competitive Advantage?	Manasi Shukla and Aurilla Aurelie Bechina Arntzen	307

Paper Title	Author(s)	Page No.
Managing Knowledge in Small Businesses	Lisa Soon	312
Facilitating Value Co-Creation: Gaining a Competitive Advantage through Differentiation	Anne Veith, Albert Assaf, and Alexander Josiassen	320
Entrepreneurship and Creativity in Transition Turmoil: The Case of Vietnam	Dang Le Nguyen Vu, Nancy K. Napier, and Vuong Quan Hoang	329
What is the Management Attitude of Leading Thai Organizations towards Currency Hedging Strategy in Today's Dynamic Environment?	Lugkana Worasinchai	340
Management of Nuclear Power Using Social Networks	Laura Zalzala	348
Conceptual Model of Information Technology Support for Prosumption	Ewa Ziemba	355
PHD Papers		365
Leadership Styles and Entrepreneurial Orientations on Technology Based SMEs Performance in Malaysia	Azlin Shafinaz Mohamad Arshad and Amran Rasli	367
Importance of Integration of Marketing communications in the Project Activity	Gulnara Chernobaeva	372
Transformational Leadership Behaviour Skills and Total Quality Management Practices of Presidents and Vice Presidents of State Universities and Colleges in the Philippines	Thelma Manansala	379
Evaluating the Interdependencies Between Managing Business Change, IT Sourcing and IT Governance	Sascha Pult and Sharm Manwani	387
What is the Impact of Authentic Leadership on Leader Accountability in a Non-profit Context?	Khurram Siddiq, Edgar Meyer and Melanie Ashleigh	396
<i>Identification of Important Factors of Corporate Communication Delivered through Social Media</i>	Otakar Ungerman, and Světlana Myslivcová	400
Ethical Leadership in Organisations in Transition	Yari Yuhariprasetya	408
Work in Progress		415
Conflict Perspectives in International Business Organisations: The Changing Trends and its Management	Vic Benuyenah	417
Investigation of the Relationship between IT Governance and Corporate Governance	Chutimon Satidularn, Carla Wilkin, Kerry Tanner and Henry Linger	420
Non Academic paper		425
Management Strategies and Leadership Styles of Selected Hospitals for Effective Clinical Nursing Supervision	Maria Monica Doroteo-Espinosa	427
Late Submission		441
The Role of Power Distance and Masculinity in the Relationship between High Performance Work System and Academic Faculty Job Satisfaction in Universities of China	Mohsin Bashir and Faheem Gazanfar	443

Preface

These proceedings represent the work of researchers participating in the inaugural International Conference on Management, Leadership and Governance – ICMLG 2013, which is being hosted by the Institute for Knowledge and Innovation Southeast Asia (IKI-SEA) of Bangkok University, Bangkok, Thailand.

The conference will be opened with a keynote from Richard David Hames who will address the topic Exiting Orange - A New Meme for Leadership. The keynote address on the second day is delivered by Johan Helistam-Segergren, Country Manager - Google Enterprise Thailand & Philippines who will talk about How Google works to drive creativity and innovation internally.

The ICMLG Conference constitutes a valuable platform for individuals to present their research findings, display their work in progress and discuss conceptual advances in many different branches of management, leadership and governance. At the same time, it provides an important opportunity for researchers and managers to come together with peers, share knowledge and exchange ideas. ICMLG builds on the now well established European Conference on Management, Leadership and Governance, and allows universities outside the European Boundaries the opportunity to host an academic conference on these important topics.

Following an initial submission of 138 abstracts that have undergone a double blind peer review process, 45 research papers, 6 PhD research papers, 2 work-in-progress papers and 1 non-academic paper are published in the ICMLG 2013 Conference Proceedings, representing research results from Australia, China, Czech Republic, Denmark, Finland, India, Iraq, Iran, Jordan, Latvia, Malaysia, Netherlands, New Zealand, Norway, Philippines, Poland, Romania, Russia, Singapore, Sweden, Syria, Thailand, UK, UAE, USA and Vietnam.

We hope that you have an enjoyable conference.

Vincent Ribiere and Lugkana Worasinchai
Co-Programme Chairs

Conference Executive

Conference Executive

Dr Vincent Ribière, IKI-SEA, Bangkok University, Thailand

Dr Lugkana Worasinchai, IKI-SEA, Bangkok University, Thailand

Committee Members

The conference programme committee consists of key individuals from countries around the world working and researching in the management, leadership and governance fields especially as it relates to information systems. The following have confirmed their participation:

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Biographies

Conference Chair



Dr. Vincent M. Ribière. After teaching for 10 years in the United States, first at American University (Washington, DC) and later on at the New York Institute of Technology (NYIT) in New York and in the Kingdom of Bahrain, Vincent joined Bangkok University in 2007 as the Managing Director and co-founder of the Institute for Knowledge and Innovation – Southeast Asia (IKI-SEA). Vincent received his Doctorate of Science in Knowledge Management from the George Washington University, and a Ph.D. in Management Sciences from the Paul Cézanne University, in Aix en Provence, France. Vincent teaches, conducts research and consults in the area of information systems, knowledge management and innovation management. He is a KM columnist for CIO World & Business magazine (Thailand) and he is part of the editorial board of the International Journal of Knowledge Management (IJKM) and of VINE: The Journal of Information and Knowledge Management Systems.

Programme Chair

Prof. Lugkana Worasinchai, Ph.D. is the Director of the Institute of Research Promotion and Innovation Development (IRID), Bangkok University. In addition, Lugkana Worasinchai is the Co-Founder and Co-Managing Director of the Institute for Knowledge and Innovation South-East Asia (IKI-SEA), Bangkok University. She teaches undergraduate and graduate courses in Business Administration, and is actively involved in research on the relationship between knowledge management and business strategies. Lugkana Worasinchai is a published scholar, her articles appearing in major academic journals; she gives seminars to firms and public sector organizations, and is regularly invited as a guest lecturer by reputable international universities.



Keynote Speakers



Dr Richard David Hames Recently described as one of this century's most foresightful corporate philosophers, Richard is considered to be one of the world's most influential intellectuals and strategic foresight practitioners. Founder of globally distributed think-tank The Hames Group, Richard works internationally as an adviser to governments and with many of our most innovative business corporations. Richard is currently Founding Director of the Asian Foresight Institute in Bangkok, a partner in The Constellation and an elected Fellow of the World Academy of Art & Science. An Australian citizen, educated in Europe and domiciled in Thailand, he has been honored with numerous awards including a French Government Scholarship, a Leverhulm European Fellowship, the Mondadori Professorial Fellowship and the Lord Attlee Fellowship. Richard is a personal mentor to heads of state, cabinet ministers, entrepreneurs and CEOs in the UK, Europe, South America, China, Thailand, Singapore, South Africa, Australia and Malaysia. A celebrated speaker and writer, Richard is author of the best-selling books *The Management Myth*, *Burying the 20th Century* and *The Five Literacies of Global Leadership*.

Johan Segergren is responsible for the Google Enterprise business in Thailand and Philippines. Johan first moved to Asia 16 years ago as a management trainee for Hyperion. With only a few years away in Europe and US he came back to Asia in early 2000 to run a partner company to Salesforce.com. Johan joined Google since 2008. He is a frequent speaker at cloud technology, IT security and industry events. He has degrees in Business Administration from University of Lund, Sweden and in International Trade and Negotiations from University of Montpellier, France. Originally from Sweden, Johan lives in Bangkok with his family.



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Mehdi Asgarkhani is at the present the Academic Leader (ICT qualifications) at CPIT, New Zealand. His other role is principal lecturer in strategic management of ICTs. He is the National Councillor representing Canterbury at IITP New Zealand. Previously, he has had various roles within the ICT sector. He holds editorial board memberships within two international journals.

Len Barnett has been involved in corporate and university research and education, and corporate training and consultancy, in the Asia-Pacific for thirty years. His experience includes management, national disaster recovery and intercultural training and communication. A graduate of Melbourne University and LaTrobe, with an international reputation in intercultural management and communication, he currently teaches at Bangkok and other universities.

Bob Barrett is a professor for the School of Business at the American Public University in Charles Town, West Virginia, USA. He lectures both nationally and internationally on the topics of Intellectual Capital, Knowledge Management, and Disability in the Workplace, e-Portfolios, and e-Learning.

Ugwuanyi, Bartholomew Ikechukwu holds a Bachelor of Science degree in public administrations and political science from University of Benin, Benin City, Nigeria and a master and doctoral degrees from University of Nigeria Nsukka. He is presently a lecturer at the Institute of Management and Technology, Enugu, Nigeria. His research interest and focus is on policy and development issues.

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Stefan Cronholm is professor in the subject of information systems at Borås University, Sweden. He specializes in requirement specification, design and evaluation of information systems, methods concerning information systems development and qualitative research approaches. Stefan has published over 50 scientific papers and a vast range of pedagogical material. Stefan is a member of the Research group VITS (Workpractice development, IT usage, Coordination and Cooperation).

Peter Crow is an experienced governance advisor, researcher and practitioner, with a particular interest in governance effectiveness the high-growth and not-for-profit sectors. He is currently enrolled at Massey University as a PhD candidate, to continue the search for the elusive link between governance activity and company performance.

Maria Antonia Crudo-Capili is the Officer-In-Charge and the Research Project Management Officer of the University Research and Development Center of Trinity University of Asia. She had been a high school teacher for 20 years. Her teaching experiences inspired her to conduct phenomenological studies on education.

Serene Dalati has a PhD degree in Leadership, organizational Culture and Job Satisfaction Studies at Bangor University (formerly known as University of Wales, Bangor). Has been working with Arab International University, Syria since December

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Paul Diacon is from Romania. Professor at the Accounting Department, Bucharest Academy of Economic Studies, he had several books and manuals published such as : “Managerial Accounting”, “Managerial Accounting and Business Planning”, “How accountants are Making Money: Tax avoidance, Creative Accounting, Fiscal Paradises”; “Advanced Management Accounting”.

Maria Monica Doroteo-Espinosa is a nurse – educator, a researcher and a writer. She earned her B.S. in Nursing at Far Eastern University, her Masters degree in Nursing at Manila Central University and her Doctor of Education Major in Educational Administration at Pamantasan ng Lungsod ng Maynila. She is married with four children.

Phil Dover is a member of the Marketing Division at Babson College and co-founder of the MEL-Institute. He was previously the Dean of the Business School at the University of Buckingham. He teaches and consults extensively on market growth strategies and business planning, with particular emphasis on multinational high technology clients.

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Entrepreneurship and Creativity in Transition Turmoil: The Case of Vietnam

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Abstract: The primary objective of this study focuses on perceived values of entrepreneurship and creativity in business conducted within a turbulent environment. Our initial hypothesis is that a typical entrepreneurial process carries with it “creativity-enabling elements.” In a normal situation, when businesses focus more on optimizing their resources for commercial gains, perceptions about values of entrepreneurial creativity are usually vague. However, in difficult times and harsh competition, the difference between survival and failure may be creativity. This paper also examines many previous findings on both entrepreneurship and creativity and suggests a highly possible “organic growth” of creativity in an entrepreneurial environment and reinforcing value of entrepreneurship when creativity power is present. In other words, we see each idea reinforcing the other. We use data from a survey of sample Vietnamese firms during the chaotic economic year 2012 to learn about the ‘entrepreneurship-creativity nexus.’ Strikingly, most literature suggests that market competition will push firms to take creativity/innovation seriously as matter of death or survival. Using the data, we examined creativity methods in conjunction with three influential cultural values – namely risk tolerance, relationship, and dependence on resources – to assess how they influence decisions of entrepreneurs. A data set of 137 responses qualified for a statistical examination was obtained from an online survey, which started on February 16 and ended May 24, 2012, sent to local entrepreneurs and corporate managers using social networks. The authors employed categorical data analysis. Statistical analyses confirm that for business operation, the creativity and entrepreneurial spirit could hardly be separate; and, this is not only correct with entrepreneurial firm, but also well established companies. The single most important factor before business start-up and during early implementation in Vietnam is what we call “connection/relationship.” However, businesspeople are increasingly aware of the need of creativity/innovation. In fact, we suggest that creativity and entrepreneurial spirit cannot be separated in entrepreneurial firms as well as established companies.

Keyword: creativity; entrepreneurship; economic transition; Vietnam

1. Introduction

The paper has four sections. First we review Vietnam’s recent economic situation and challenges. Next, we review literature on creativity and entrepreneurship; then we discuss an exploratory survey of Vietnamese managers’ perceptions about the interaction between creativity and entrepreneurship. Last, we offer conclusions about the findings from this exploratory study and suggest ideas for future study.

2. Background

Literature and practice suggest that entrepreneurship, and increasingly creativity, are important for national economic development. We suggest that in turbulent times, entrepreneurship and creativity are even more critical and to shirk either could be more dangerous than ever. Vietnam, an emerging transition economy with 90 million people is a good test tube to examine whether entrepreneurship and creativity could serve the business sector and support positive economic reforms.

2.1 The post-Doi Moi good times...

Vietnam’s economic renovation, *or Doi Moi*, started in earnest in 1995, when the United States and Vietnam re-established diplomatic relations. The national economy grew 1996-2000 at an average GDP growth rate of 6.9% per annum and even faster during 2001-2005 to approximately 7.5% p.a. (Nguyen 2006; Vuong 2012).

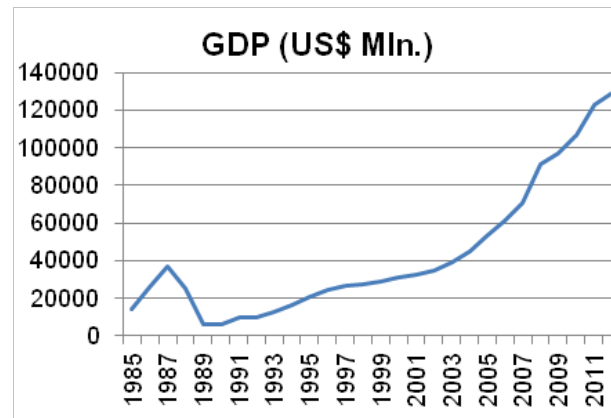


Figure 1: Vietnam's output in millions of US dollars

2.2 ... And bad

Despite the good news picture, however, the party may have ended, evidenced by chronic economic problems in 2006-2011. Those problems include: i) frozen bank credit market; ii) the real estate market decline in prices and scale of transactions; iii) deterioration of the already poor performing state owned enterprise (SOE) sector; and iv) sky-rocketing debt (Vuong 2012).

2.3 ... Then, adverse impacts on the business sector

The macro-economic picture exacerbated micro level activities. Official statistics report nearly 623,000 businesses formally registered by December 2011, of which 79,000 went bankrupt and closed (Vuong 2012). However, tax records tell a different story, suggesting that only about 400,000 enterprises continue to operate, meaning that nearly 200,000 have failed. And the general populace has lost confidence, apparent in a June 2012 poll by Vietnam's most popular online newspaper: 85% of people feel the economy is still in trouble.

Given the difficult economy, where do entrepreneurship and creativity come in?

Throughout the turbulent times, little discussion of entrepreneurship and creativity exists. It appears that the business community has a simple view toward these elements in a capitalist system: entrepreneurship as a "start-up" and creativity as a concept beyond the scope of activities of most Vietnamese firms. Thus, the "story" of entrepreneurship and creativity has not begun. Business leaders admit they are important, but go no further. If we are to introduce the ideas in Vietnam, then, we need to understand their broader context in the literature, which we review in the next section.

3. A literature review

In this section, we explore connections between the literatures on entrepreneurship and creativity but also examine disconnections and gaps.

3.1 On entrepreneurship and creativity/innovation in economic progress

In his seminal work on both entrepreneurship and innovation, Schumpeter (1942) coined the term "creative destruction," characterizing the nature of capitalist evolution through market and competition. He set the stage for discussion about entrepreneurship and innovation in business and economic development in particular. In late 1950s and early 1960s, scholars built on his ideas: Silberman (1956) offered concepts like "nationalism as second language of entrepreneurship" and "industrialization as the principal content of entrepreneurship." Taylor (1960) defined creative thinking with a focus on new products. In early 1980s, Greenfield and Strickon (1981) and Klein (1982) further developed the concepts, viewing entrepreneurship as "the mechanism by means of which society at one stage was transformed to another." Others raised the question of whether entrepreneurship could be extended to society at large. Baumol (1990) proposed that societies should adopt entrepreneurial thinking and operating Drucker (1993) revisited Schumpeter's connection between entrepreneurship and creativity/innovation in his book, *Innovation and Entrepreneurship: Practice and Principles*; and Day (1995) stressed the importance of 'economic creation' for managerial systems. Entrepreneurial thinkers and managers need imagination with 'bounded rationality' to project their future

scenarios, and invent creative endeavours. In sum, these early researchers suggested that entrepreneurship was a useful apparatus for liberating creative activities from rigid bonds of overdeveloped infrastructure, the same way capitalism did to the feudal system. Entrepreneurs can stimulate invention and innovation, and simultaneously destabilize an existing economic system, pushing it to radical transformation. Further, entrepreneurial efforts work more effectively in environment where the market mechanism exists and its price system helps participants attain commercial benefits above their costs.

Some scholars, like Amabile (1996) defined entrepreneurship in terms of innovations, while others (e.g., Kirzner, 1973), saw entrepreneurs as being alert to unexploited opportunities in the marketplace and having the risk appetite to pursue them.

Brown, Davidsson and Wiklund (2001) emphasized that “Entrepreneurial management, defined as a set of opportunity-based management practices, can help firms remain vital and contribute to firm and societal level value creation.” More recent literature continues to refine the concepts and links. Peters (2009) argues that human creativity is the ultimate resource for economic development and proposes a so-called ‘economy of passions’ that education and creativity. Kaufmann (2004) advocated a distinction between reactive and proactive creativity because their styles differ. Gilson and Shalley (2004) suggested that team members who perceive their job demanding high creativity, interdependence and shared goals tend to value participative problem-solving and a climate supportive of creativity. Miron, Erez and Naveh (2004) added more insight about how personal creative capability and cultural values promote innovation, quality and efficiency. They show that creativity alone is not enough to achieve innovative performance. Creative people are not necessarily the most innovative in terms of performance, partly because innovative behaviors are influenced the degree of organizational supportiveness. McAdam and Keogh (2004) suggested that innovation is not obvious even in highly creative organizations, because innovations are not events occurring at separate times, but are the outcome of constant change management. Even more ephemeral, Egan (2005) suggests that creative people are rare and innovations are scarce ultimate resources, so firms must invest in such people, despite possible unpredictable and hard to “see” results.

De Dreu (2010) uses a representation of $C(\text{reativity}) = N(\text{ovelty}) \times U(\text{sefulness})$ to postulate that for creativity to happen, novelty and usefulness are needed. Dreu’s work also questions possible cultural influences on creativity, which could influence the assessment of novelty, usefulness, or both. Culture is critical because “*individuals have strong incentives to stick to the status quo, to engage in habituated action, to follow the well-trodden path, and to conform to the views and perspectives of the majority.*” Therefore, businesses must nurture factors and ‘exogenous influences’ on innovative capacity, namely organizational structures, group pressures and social influences relevant to cultural backgrounds of individuals.

Unsworth and Clegg (2010) examined motivation for creative actions at work and suggest that creativity needs to be practical and useable. Erez and Nouri (2010) and Chiu and Kwan (2010) suggest that links among culture, as well as the social and work contexts and individual and organizational creativity. Finally, Vuong, Napier and Tran (2012) suggested that culture, creativity and business development stage may be linked generally and that creativity may be most critical in the ‘entrepreneurial stage’ as firms determine goals, plans and implementation of new methods or ideas.

3.2 “A Perfect storm” that stirs up economic transition

Greenfield and Strickon (1981) argue that the entrepreneurial mechanism can transform a society and that entrepreneurs possess unique characteristics of risk appetite, alertness to new opportunities, and creativity/innovation capacity. Sternberg and Lubart (1993) also suggest the importance an entrepreneurship-creativity nexus. Udvardua (1990) focuses on the “3Ps” of creativity -- namely process, person and product -- and complement Lumpkin and Dess’s (1996) idea of a connection between entrepreneurial orientation (EO) and firm-level performance, proposing different dimensions of EO, namely autonomy, innovativeness, risk taking, proactiveness, and competitive aggressiveness. Human creativity embedded in an entrepreneurial spirit may be part of “a perfect storm” that transforms a society. For example, Birzer (1999) suggests that the American West’s entrepreneurship is expands ‘creative destruction power’ through entrepreneurial acts by many Americans, and transformed the U.S.

Entrepreneurship plays a role within startups but also may trigger a contagion in well established corporations (Ahuja and Lampert, 2001; McDougall and Oviatt, 2000). Worris and Leung (2010) compare creativity in the East and West to examine the role of cultural differences. For example, the late 19th century colonialization of East Asian countries placed entrepreneurial classes on a lower societal level, thus impeding entrepreneurial undertakings and innovations. Vietnam and China, which are undergoing economic transition, need more than political will to shift to a more entrepreneurship-enabling environment. These communist societies retain doctrines that distinguish social classes, and the notion of 'class struggle.' Also, the countries still depend heavily on state owned enterprises, the official pillars of the governments' economic strength. The SOEs are adequately financed by the government to undertake 'political tasks' and are entitled to privileges and special pecuniary rights. As a result, they are large systems with institutional rigidity, and dominant roles. Some argue that they produce an anti-entrepreneur climate (Jackson and Rodkey, 1994), which thwarts creativity. Yet the entrepreneurial spirit-creativity nexus may be just what transition economies need to move toward a more prosperous market economy (Vuong *et al.* 2011).

3.3 On the inevitable transition

A transition economy like Vietnam should move toward a higher added-value entrepreneurial society, using more efficient innovation systems (Silberman, 1956). A comparative entrepreneurship framework (Baker, Gedajlovic and Lubatkin, 2005) offers insights on cross-national variation, namely (i) comparative discovery, (ii) evaluation and (iii) exploitation of entrepreneurial opportunities and the importance of social context to understand how enterprising individuals and entrepreneurial opportunities relate. Bohm (1968) also questions what may prevent creativity, such as having a high level of societal or economic confusion (e.g., Vietnam, 2007-2012), suggesting that some chaos may help but too much can prevent societal creativity. Yet, Rothschild (1992) observes that entrepreneurship exists even in tough business environments, although its creative power and risk appetite could be distorted by negative cultural influences (Vuong and Tran, 2009). In fact, despite strict rules in the post-American war period (1976-1985) on the private-sector economy in large urban areas like Saigon and Hanoi, entrepreneurial undertakings continued. An entrepreneurial spirit persisted while the populace seemed to wait for the rules to lessen, which appears to be happening in Vietnam now (Vuong *et al.*, 2011).

Thornton (1999) raises another issue applicable to Vietnam's transition, suggesting that the supply/availability of entrepreneurs is necessary to undertake entrepreneurial roles, and the demand is necessary within the economy for entrepreneurs to play those roles. Further, Peng and Shekshnia (2001) proposed that for entrepreneurship to start in pre-transition communist societies, both "push and pull factors" are important. The "push" comes when the state sector deteriorates, and SOEs fail. The capitalist model is a 'pull factor,' which brings job employment and income generation by entrepreneurial firms - as the backbone of a transition economy. Steer and Taussig (2002) also emphasize the role of continuous reform to strengthen the entrepreneurial process of a transition economy. In Vietnam, the number of newborn firms reached 35,440 just two years after new Enterprise Law in 2000, private sector employment doubled from 1996-2000 and major obstacles like limited capital access and overwhelming competition from SOEs declined, and high quality human capital grew.

However, the economic triumph of entrepreneurship is not guaranteed, even when supported by powerful political leaders. During China's Great Leap Forward, Mao Zedong publicly announced his support for small industries, but entrepreneurship and innovation did not immediately occur (Riskin, 1971), as Mao expected. In fact, only much later did entrepreneurs play a role in spurring reform, starting with foreign entrepreneurs investing in China and then local entrepreneurs joining in trade activities (Naughton and Lardy, 1996). An implication of literature is that the transition process to a market economy demands a competitive entrepreneurial sector and creative performance. Vietnam should take heed.

4. Research questions, method and survey data

This section deals with the research objectives, reflected through key questions to which the paper addresses, and relevant research method and data for obtaining relevant insights.

4.1 Questions

It is not obvious for business managers and policy-makers to appreciate values of entrepreneurship and creativity, and their relationship in business in general. The recent years of financial turmoil have even further complicated the public's understanding about that relationship within a turbulent environment. But it is exactly now when managers and policy-makers want to learn about this with relevant insights and implications for making necessary (and useful) changes.

Second, there have not been many previous studies that examined the use of creativity methods in conjunction with those influential cultural values that a typical business firm in East Asian economy would likely find them profound; and they are namely risk tolerance, relationship, and dependence on resources. By doing so, the paper aims to assess how they concurrently influence decisions of entrepreneurs, perhaps in a way that managers would likely be interested to learn about.

Third, although creativity and entrepreneurship are two different concepts, it is quite useful to learn whether the separation of these two is really significant in a turbulent business environment, and whether the (in)significance once confirmed is differing from an entrepreneurial to an established firm.

4.2 Method

In terms of data treatment, this research study employs categorical data analysis for examining the survey data (discussed in the following subsection). Although a detailed discussion of this technique is not the purpose (and beyond the scope of this paper), some key features and relevant information are provided here.

This method of analysis is to analyze multi-dimensional contingency tables, whose cell data represent count data obtained from our business survey. In our subsequent analysis, all contingency tables are 2-way ones, or 2x2 tables. For each 2x2 table, row (column) total is noted n_{i+} (n_{+j}), then observed marginal probabilities are $p_{i+} = (n_{i+}/n_{++})$ for rows, and likewise for column. Total number of observations is therefore denoted as n_{++} .

Our null H_0 stating the hypothetical independence between categorical variables is verified using the so-called "odds ratio," such that if H_0 holds then true joint probability of a cell in the population satisfies: $\pi_{ij} = (\pi_{i+}\pi_{+j})$, with an estimated odds ratio for 2x2 table being as follows: $\theta = \pi/(1 - \pi)$, or from our data tables:

$\theta = \frac{\frac{p_{11}}{p_{21}}}{\frac{p_{12}}{p_{22}}} = (n_{11}n_{22})/(n_{21}n_{12})$. Statistical inference for odds ratio is performed through the use of log odds ratio $\ln(\theta)$ and corresponding confidence interval constructed as: $\ln(\theta) \pm z_{\alpha/2}$ (s.e.), where the standard error (s.e.) of the log odds ratio is computed by

$$s. e. = \sqrt{\left(\frac{1}{n_{1+}}\right) + \left(\frac{1}{n_{2+}}\right) + \left(\frac{1}{n_{+1}}\right) + \left(\frac{1}{n_{+2}}\right)}$$

and $z \sim N(0,1)$; α the power of the test for determining the confidence interval of $(1 - \alpha)$, usually 95%. The test statistic used is for this purpose is:

$$G^2 = 2 \sum_{i=1}^2 \sum_{j=1}^2 O_{ij} \ln\left(\frac{O_{ij}}{E_{ij}}\right)$$

And $G^2 \sim \chi^2$ a chi-square statistic at $(I - 1)(J - 1)$ degrees of freedom.

Estimations that need to be performed to examine the statistical significance of hypothetical relationships stated for propositions at hand would need to use count data provided the above-mentioned 2x2 contingency tables, employing methods of categorical data analysis by [Agresti \(2002\)](#), and SAS evaluations in [Azen and Walker \(2011\)](#). A recent data analysis following this method, proved to be relevant in this type of survey data, is provided in [Vuong, Napier and Tran \(2012\)](#).

4.3 Data

Survey of firms - An online survey done between 16 February and 24 May 2012 went to Vietnamese entrepreneurs and corporate managers, through social networks, such as Facebook, LinkedIn, and email and

yielded 137 usable responses (41 were female and 96 male). Most participating companies were young, less than 20 years old, which is relevant since the first private Vietnamese companies started only in the early 1990s. In fact, many participating firms are less than 10 years old.

Some basic information that is relevant to our survey is given below, including some most important general descriptions about properties and notions used in subsequent discussion of the paper’s result.

Name	:	Name of the person
Company	:	Name of institution (if any)
Industry	:	Field of business
Year of Business	:	Number of years the firm has been in this business for
Attributes	:	
[Select only one based on stage of business development (qualitative assessment)]		
- Entrepreneur	:	Start-up, household/family business, uncertainty of future growth
- Businessperson	:	Well established, sustainable growth, widely recognized brand
[Select only one based on type of creativity]		
- 3D Creativity	:	A process of creating value resulted from the so-called 3-D creativity in Napier and Nilsson (2008)
- Aha	:	A solution that comes suddenly after “working” on it for some time as in Napier (2010)
- Serendipity	:	Application of unexpected information -- An unexpected outcome as described in Napier and Vuong (2012)
[Select only one based on source of creativity]		
- Connection/ Relationship	:	Reliance on personal relations to conduct business
- Risk Tolerance	:	Tendency of the businessman to take higher risks
- Resources	:	Availability of resource or ability to mobilize resource
Sources: There are stories/articles about the person. Original information and data can be in either English or Vietnamese.		

Count data obtained from the survey are tabulated in Tables from 1 to 8, with both numbers of responses and proportions. For the reason of making a better presentation of descriptive analysis, these tables are provided in subsections where relevant discussions appear, but not in here.

5. Key Findings

This section has two goals: to review the exploratory survey and findings and to report on insights from the survey.

5.1 Descriptive analysis

Of the respondents, 68% see innovations in Vietnam as key drivers for the tenfold increase in per capita income. Further, 66% say an enterprise has better creative performance during the entrepreneurial phase, while the remaining 34% observe that only established firms with sufficient financial and human resources are able to pursue innovations. Some 80% of managers say that sufficient resources --such as financial capital, land, equipment, and human resources -- determine an entrepreneur’s creative performance.

Table 1 reports on Vietnamese managers’ perceptions of creative performance, compared to that by firms from other ASEAN member nations, although, only 68% of respondents believe they have evidence that support their assessment.

Table 1: Perceptions about Vietnamese creative performance in comparison to firms in other ASEAN countries

Performance	Responses	Proportion
Superior	15	11%
Average	85	62%
Inferior	31	23%
Don’t care	6	4%

In exploring further perceptions about the value-generating capacity of Vietnamese companies, the survey asked about the frequency of different types of creativity, serendipity and Aha!Moments (Vuong *et al.*, 2012).

Table 2: Frequency distribution of creativity by method

Method	Responses	Proportion
3-D	18	13%
Aha!Moment	24	18%
Serendipity	95	69%

Table 3: The most important factor leading to a new venture?

Source (method)	Responses	Proportion
<i>Creativity</i>	43	31%
3-D	3	2%
Aha!Moment	12	9%
Serendipity	28	20%
<i>Cultural Dimensions</i>	88	65%
Capital resource	23	17%
Relationship/Connection	53	39%
Appropriate risk appetite	12	9%
<i>Other factor</i>	6	4%

In terms of the entrepreneurship-creativity nexus, 56% of Vietnamese managers believe that creativity/innovation could lead to entrepreneurial opportunities, 31% say entrepreneurial settings enable creativity and innovations to occur, and only 12% do not believe in this nexus. We examined seven categories of resources: three cultural dimensions, three creativity sources, and one ‘other’ resource to measure the tendency of the respondents in viewing business values, and tabulate the result in Table 3. It is noteworthy that in Table 3, “cultural dimensions” are psychocultural factors that are determined in Vuong, Napier and Tran (2012) as critically important to entrepreneurs in their business decisions, such as starting a new venture, namely their critical reliance on capital resources for confidence, on on relationship to access market, to gain opportunities or to obtain finance, and last but not least, the appreciation of risk tolerance as a major consideration for entering a business venture or spending capital expenditure for future payoffs.

Table 3 records assessments of managers about the most important perceived factor for an entrepreneurship decision before it occurs. However, business realities may change the entrepreneur’s mind, so we asked managers to assess the most important factors that an entrepreneur realizes ‘during their actual implementation of business pursuit,’ with responses counted in the first data column and corresponding percentages in the next of Table 4.

Table 4: Additional counts of response in different survey aspects

Source (method)	The most important factor during implementation?		One most heavily re-invested factor		Efficiency of re-investment	
	Count	%	Count	%	Count	%
<i>Creativity</i>	64	47%	85	62%	44	33%
3-D	3	2%	13	9%	8	6%
Aha!Moment	16	12%	51	37%	16	12%
Serendipity	45	33%	21	15%	20	15%
<i>Cultural Dimension</i>	73	53%	42	31%	93	67%
Capital resource	15	11%	7	5%	38	28%
Relationship/Connection	51	37%	29	21%	36	26%
Appropriate risk appetite	7	5%	6	4%	19	14%
<i>Other factor</i>	0	0%	10	7%	N/A	N/A

The most heavily re-invested area when firms start reaping some financial payoffs is also provided in Table 4 (in the third and fourth data columns), where we observe that most managers have tendency to invest in improving creative performance, using funds generated from business operation.

However, not all investments produce the same results, in managers' assessment. The efficiency of the re-investment seemed to suggest that one factor will likely improve the most after the reinvestment, as seen in the last two columns of Table 4.

Last we provide in Table 5 a summary of what managers think have been important in state owned versus private sector enterprises (SOE and PSE, respectively), ranging from creativity to cultural values to and operation emphasis.

Table 5: 3 most typical traits of SOEs vs. PSEs over the past years in transition

Factors	SOE	PSE
<i>Creativity</i>		
3-D	24	11
Aha!Moment	23	71
Serendipity	99	86
<i>Cultural Dimensions</i>		
Capital resource	72	64
Relationship/Connection	101	32
Appropriate risk appetite	12	90
<i>Operations</i>		
Strategic vision	15	34
Efficient business process	31	26

Overall, the distribution of responses appears to be similar between the two organizational types.

5.2 Propositions and statistical examination

One question that respondents raised was whether an entrepreneur's creativity is limited by access to required resources, like money or people. If so, that raises a question of whether creativity could exist as much in the beginning stages or only in later stages of a firm. Table 6 reveals that respondents through entrepreneurs' creativity would be limited by resources more in established than in beginning phases.

Table 6: Creativity different in entrepreneurial and established phase?

		Phase	
		B	E
Entrepreneur Creativity limited by resources avail.	Yes	39	71
	No	7	20

For this particular question, we perform an analysis on the above frequency distribution, to see a possibility of association (relation) between these two categorical variables. The odds-ratio of those who believe without necessary resources the entrepreneur's creative performance is constrained to the odds-ratio of those who do not believe so is 1.6, with 95% confidence interval [0.6,-4.0]. This interval cannot confirm that this odds ratio is significantly greater than 1, thus we cannot decisively agree with the previous prediction of association.

The second hypothesis raised by many practitioners is that if creativity is the decisive factor driving entrepreneurship, then creative performance should appear in the entrepreneurial stage of the development. Analysis shows, though, that the proposition does not hold (Table 7).

Table 7: Creativity vs. Resources the decisive factor for entrepreneurship

		Phase	
		E	B
Decisive factor for entrepreneurship	Creativity	29	14
	Resources	86	31

Next, we consider the "entrepreneurship-creativity tango" in the context of the transition of the Vietnamese economy, and particularly the year 2012 in turmoil.

Proposition 1: If creativity/innovation is a critical driver for household income growth, a confirmed relationship between a belief in the value of creativity/innovations should suggest that entrepreneurs would pursue it.

Proposition 2: If a causal relationship exists between Entrepreneurship (E) and Creativity (C) – one direction or another – then in a new venture, such a relationship is associated with the most important factor making the venture happen, if that factor is classified into either creativity or cultural values category.

Proposition 3: If a causal relationship between Entrepreneurship and Creativity exists, one direction or another, then that relationship is closely associated with both stages of business development, namely entrepreneurial (E) and established business (B).

These propositions are to be verified using the count data provided in Table 8 below.

Table 8: The 2x2 contingency tables for Propositions 1 to 3

Proposition 1		Income due to innovations	
		Yes	No
Entrepreneurship creativity needs resources	Yes	80	30
	No	13	14
Proposition 2		Causal relationship	
		C to E	E to C
Decisive factor for entrepreneurship	Creativity	21	15
	Resource	52	18
Proposition 3		Causal relationship	
		C to E	E to C
Phase	B	22	16
	E	55	27

Table 8 summarizes data for checking Propositions 1 to 3 in two-way joint frequency distributions, which are ready for analyzing hypothetical associations between categorical variables, following the subsection of research method in Section 3.

Estimations were performed to examine the statistical significance of the relationship stated in each Proposition, using count data provided in Table 8, employing methods of categorical data analysis by [Agresti \(2002\)](#), and SAS evaluations in [Azen and Walker \(2011\)](#).

Table 9: Reported statistics for testing Proposition 1-3.

	$G^2 \sim \chi^2$ (with df=1)	p-Value	Fisher's p-Value	Sample size	Association (alternative)
Proposition 1	5.7	0.017	0.021	137	Confirmed
Proposition 2	135.8	<0.001	<0.001	106	Confirmed
Proposition 3	149.8	<0.001	<0.001	120	Confirmed
Note: Fisher's p-Value is two-tailed. Sample size varies between estimations due to removing responses that do not fall into relevant categories in our consideration.					

Results reported in Table 9 suggest that survey data support Propositions 1-3 about likelihood of relational associations between entrepreneurship and creativity. While our propositions are purely theoretical, the reported statistics are positive evidence confirmed by observed data. Two hypothetical associations (Proposition 2 and 3) confirmed in the resultant Table 9 are significant at any conventional level, and Proposition 1 is supported at the conventional 5% statistical significance level (note: χ^2 critical value at df=1; $\alpha=5\%$ is 3.84).

4. Final remarks and limitations

Several broad findings come out of the exploratory survey. First, we find that 94% of the respondents agree that market competition will rise and force firms to use creativity/innovation seriously. Second, we suggest that the single most important factor before the start-up and during the implementation processes in a firm is the need for "connection/relationship," although businesspeople are increasingly also aware of the need of

creativity/innovation. Finally, the last three propositions are used because they suggest that for business operations, the creativity and entrepreneurial spirit should not be separated, and this holds for both entrepreneurial firms and well established companies.

Through our consideration of our data set on Vietnam's business sector in chaotic year 2012, and in line with a thorough literature survey, we realize that creativity methods as described in Napier and Nilsson (2008), Napier (2010) together with three most common and influential cultural values of the Vietnamese business community capture well most important factors that drive the decision to become entrepreneur.

There are some research limitations in this work. First, the survey data is obtained from a specific type of transition turmoil of a post-communist society in Vietnam. Thus, there might be possibility that the analysis the paper has gone through may be atypical. Second, although showing evidences that support meaningful propositions, there will be much to learn about how's and why's this specific tripod should become pivotal to understanding transition economies, together with micro-level management and macro policy implications.

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