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PREFACE

Social sciences are business innovation to some extent, business innovation cannot start any activities without doing some research based on social sciences. They must find a way to communicate in order to advertise the value of their work, for example, through conferences, scientific or specialized journals, and general or specific social networks. The entrepreneurs and the researchers are problem-solvers to innovate by developing creative solutions. Entrepreneurship and research are endless activities by means of digital platforms to confront challenge in the context of COVID pandemic. Hence, DPU ICBISS 2021 was held online using ZOOM, Facebook, and Weibo.

The theme of this conference is ‘Business Innovation and Social Sciences,’ which consists of international, national and symposiums sessions. Dhurakij Pundit University, Chinese Taipei Comparative Education Society, Taiwan Association of Business Schools are the conference organizers, and co-host with Chinese Teachers (Thailand) Association, Hainan Modern Education Research Institute in China, Eastern New Mexico University in the U.S.A, BinZhou Polytechnic, Hainan Vocational University of Science and Technology, Yunnan Normal University College of Arts and Sciences, Ningxia University, and Zhengzhou College of Finance and Economics in China, National Taitung University, National Chung Cheng University, and National Ocean University in Taiwan, Ubon Ratchathanirajabhat University, Mae Fah Luang University, Nakonsawan Rajabhat University, Chiangrai Rajabhat University in Thailand, Royal Melbourne Institute of Technology University and University of Newcastle in Australia.

This proceedings consists of 171 papers in the international sessions, 45 papers in the national sessions, and 87 papers in the symposium after peer-review that were presented in the DPU International Conference on Business Innovation and Social Sciences 2021, which was held from 18th to 21st May 2021 in Bangkok, Thailand. These papers cover the following areas, including but not limit to wellness, future workforce, Thai-China, China-ASEAN studies, business innovation, tourism, hospitality, aviation and services, information technology, marketing, business and management, innovative finance and accounting, innovative communication arts, public administration, economics, education and teaching innovation, and other social science topics.

We want to thank all of the authors who submitted papers to this conference. We also very much appreciate the committee members and peer reviewers who are highly competence and enthusiastic, spending their time and suggestions during the preparation of this conference. We invited more than fifteen professional reviewers to evaluate and select the submitted papers.

Thank you very much to all the people who have participated in this conference, especially to the invited speakers from the National Chung Cheng University, Taiwan and RMIT University, Australia. We also thank all presenters and participants who contributed to this conference. Last but by not least, who have to contributed to this conference, we would like to thank our team for putting in much effort in formatting the manuscripts, removing the typos, and checking the references.

We hope this conference has benefited the academics, researchers, students, and practitioners generating new ideas for future research. We look forward to seeing you next year.

DPU ICBISS Committee

Table of Contents

PREFACE.....	I
Fibonacci Sequence: Prediction of Taiwan Stock Market bottom time interval after Covid-19 economic impact & investment strategy.....	1
Chia-Ta Lee Xiong-Fei Shi	
Lead-Lag Relationship between Indices on China’s Stock Exchange.....	9
Xiong-Fei Shi Chia-Ta Lee Hui-Jun Liu Lu Zhang	
An Analysis of Market Competitiveness of Taiwanese Life Insurers.....	16
Guan-Chih Chen Hsin-Chang Yu	
Analysis of Trade Creation and Trade Diversion Effects: Gravity Study of ASEAN-Plus Free Trade Agreements.....	23
Bangchu Qiu	
The Effect of after Sales Service Quality on Customer Satisfaction, and Repurchases Intention: A Case Study of Automobile Service Agent in India.....	31
Supa Malakar Sasithorn Suwandee	
The US-China Trade War.....	41
Wiranya Sutthikun Pimvimol Poramatworachote Saranya Sawangying Kittiyanee Salangam Kanyarat Wongsapan Suriyo Khwanngoen Ratthiya Siritorn Jeeranan Ruamporn Norbadey Chheang Phoyphailin Ounsawat	
Exploring Work and Business Logics in Asia: A Case Study of Two Thai Companies Founded and Managed by Chinese People.....	49
Andreas Hild Xiaoyan Li	
Factors Influencing Behavioral Intention to Use Food Delivery Apps in Thailand Market....	57
Jing Guo Yan Xu	
The Effect of Marketing Mix and Corporate Image on Decision to Use Global Outward and Inward Transfer Service of Consumers in Bangkok.....	68
Prin Samranweth Charunya Parncharoen Suphab Wongrisoontorn	
The Studying of Tools and Elements for Creating Digital Marketing Strategies for Community Enterprise Development.....	75
Wiranya Sutthikun Panisaya Atijitta Khanittha Moolprom Chanikarn Saensingkaew Orawan Tamsiwan Jipapron Pongsaeng Orathai Wannathong Sirinthra Phueakyim Surachart Charuenrat Thitiwat Tongkaew	
The Effect of Personality Traits and Entrepreneurial Motivation on Entrepreneurial Intention of Generation Z.....	83
Chalida Kanjanajuta	

The Level of People’s Participation at the Long Boat Racing: A Case Study of Ubon Ratchathani Province.....	90
Jaturong Sriwongwana Tran Lan Anh Nguyen Duy Anh Tran Pham Phawida Siangwan Chanakan Thamaphan	
The application of SDT (Self-Determination Theory) in Marketing- in the context of international educational programs’ promotion in Chinese higher education.....	97
Guodong Deng	
Factors Affecting Buying Behavior of International Products via Online Application of Consumers in Bangkok.....	106
Preyanuch Kajonsakwongwai Charunya Parncharoen Surachai Suantubtim	
The Effects of Technology Disruption on Economic and Consumption Growth of Thailand	114
Cherlada Thongsawan	
Celebrities Influence Public Opinion: Applying Celebrity Political Endorsement through Meaning Transfer Theory.....	124
Peerawat Tan-intaraarj	
Factors Contributing to the Impulsive Buying Behaviour of Consumers & Its Role in Advertising Industry.....	132
Dr. Rajesh Mankani	
Establishing Templates of Time Standards for Wire Electrical Discharge Machine Station and Grinding Station: A Case of LEADTECH International Corporation Limited.....	140
Chris Lee Ying-Yuan Chen	
The Impact of Consumer Reviews on Purchasers' Vecision-making, with Perceived Value and Perceived risk as the Mediating Effect, Cognitive Demand as the Moderating Effect, and Tourism as an Example.....	154
XiaoYang Liu Cheng SzeTing	
The Impact of Abusive Supervision on Workplace Deviant Behaviors of New Generation Employees: Leader-member Relationship Differentiation and Interaction Justice as the Mediating Variables, Procedural Justice and Distribution Justice as the Moderating Variables.....	163
Zixuan Xue Jia-Fure Wang	
The Influence of Employees' Perception of Work Ability on Self-compensation Behavior: Employees Empowerment and Work-related Flow as the Moderating Variables.....	174
Mengyun Xu Jia-Fure Wang	
The Role of University and Industry Cooperation in the Development of Undergraduate’s Entrepreneurial Competency in Southwest of China	184
Wang Li	

Corporate Social Responsibility, Risk Management and Organizational Performance: A Study on Listed Manufacturing Companies with Different Business Strategies in China.....	192
Min Chen	
A Study on impact of knowledge management, employee empowerment and digital transformation on the relationship between human capital and organizational performance in Chinese private university context.....	202
Min Zhang	
Consumer new behavior in update factors on Chinese-based social media Weibo: consumer engagement in online marketing.....	217
Yi Zhao	
The Influence of Employee Empowerment Atmosphere on Work Constructive Deviant Behavior: The Moderating Variables of Spiritual Leadership.....	226
Heng Zhang	
The Influence of Authoritarian Leadership on Employees' Withdrawal Behavior—On the Adjustment of Adversity Quotient.....	236
Ziqing Zhao Sze-Ting Chen	
Social Network Usage: The Investigation of Personality Traits, Self-Control, Game -Motivation and Relationship-Motivation of Facebook Addiction - Taking Age and Facebook-Using-Time as Control Variables.....	246
I-Wen Chou Liu Yang	
The Research on the Relationship between Effort-reward Imbalance and Relation Deviating Behavior.....	255
Mengyun Xu Jia-Fure Wang	
The Impact of Psychological Contract Breakup on Employees' Deviant Behavior: The Mediating Variable of Negative Emotion and the Moderating Variable of the Relationship between Superiors and Subordinates.....	265
Yimeng Hu	
The Impact of Dynamic Absorptive Capacity and Positive Psychological Capital on Personal Innovation Ability, Taking Technical Knowledge as a Moderator, Self-efficacy as a Mediator.....	275
Yu ling He Sze Ting Chen	
The Impact of Green Consumption Cognition on Green Purchasing Intention: From the Perspective of Face Awareness.....	283
Ying Zhu Szeting Chen	
Development of IT Problem-Reporting System: Case Study of Office of the Permanent Secretary for Defence.....	293
Chanatip Inpaktun Nantika Prinyapol Worapat Paireekreng	

Tourism Product Innovation, Functional - cognition and Affective- experience: Enhancing Tourist Satisfaction in Domestic of Belt and Road.....	303
Qian Li	
The Relationship between Inspirational Motivation and Individualized Consideration of Leadership to Work Responsibility and Retention Intention: Work Motivation and Job Fit as Mediating Variables.....	313
Cong Guan Sze-Ting Chen	
The Role of BlockChain (BC) in the Application of Big Data Analytics (BDA) technology in Supply Chain Management (SCM): a Perspective of China's Manufacturing Industry.....	323
Tianfu Yang	
Smart Sales and Promotion Analysis System for Business.....	331
Setapong Lamsakulwong Worapat Paireekreng Nantika Prinyapol	
Sustainable Tourism Community: A Case Study of selected cities in the Ratchaburi Province, Thailand.....	341
Xixuan Kong Adarsh Batra	
Human-Wildlife Interactions at Khao Yai National Park, Khao Kheow Open Zoo, and Safari Park, Kanchanaburi.....	349
Virunthep Srichawla	
Strategies for Myanmar Tourism after COVID-19.....	358
Su Hnin Htet Adarsh Batra	
The Status of Research in Romance of the Three Kingdoms (Samkok) in Thailand.....	369
Kanokphan Thamsatitsuk Penpisut Sikakaew Man Jiang	
Systematic Review of Community-Based Tourism in Thailand.....	378
Yupin Unkaew	
Can Thailand Adapt Policies of Wellness for its Aging Population?.....	385
Veerawan Vararuth	
Mental Health Communication and Management for Educational Institutions in the Wake of the COVID-19 Pandemic.....	392
Peeraya Hanpongpanthi Patama Satawedin	
COVID-19 Crisis Management During COVID-19 Pandemic of Primary School Teachers in Aojiang Town, Zhejiang Province, China.....	399
Investigating High and Low Proficiency College Student's Listening Competencies and Comprehension Strategies.....	407
Jian-Hao Huang I-Ying Tsai	
Students' Readiness on Online Learning amid the COVID-19 Pandemic: A Case Study of a Thai University.....	414
Xinrui Wang Xinxin Wang Lu Zhang Xionglings Chen	

Discussion on the Problems of International Chinese Project in X Universities of Thailand	424
Manhua Li Fei Zhao Xinrui Wang	
Using Digital Game-Based Language Learning for Foreign Language Learning: a Scoping Review on Previous Studies Published in between 2015 and 2020.....	434
Xichang Huang Haiying Zhang Shujian Yin	
The Students' Opinions on the teaching quality of volunteer teacher in Shunchang high school, Fujian province, China.....	443
Yanxi Yu	
The Effects of Using Task-Based Language Teaching Method to Enhance Thai Grade 11 Students' Vocabulary Learning.....	451
Lu Zhang Xinrui Wang Xinxin Wang Man Jiang Penpisut Sikakaew	
Effect of College Students' Achievement Motivation on Subjective Well-Being: Social Support as Mediating Variable.....	458
Yan Yang	
Research on Relationship Between Self-Efficacy of Online Study and Academic Achievement of Chinese Oversea Students in Thailand.....	468
Zepei Wu Zhoubao Wei	
The Influence of Gratitude on Life Satisfaction of Vocational College Students: The Mediating Role of Social Support	477
Xinglong Ma Xiaoyan Li	
Research on the Relationship between Entrepreneurial Competence and Entrepreneurial Intention of College Students in Western China: Moderating Role of Social Support.....	485
Weiguaju Nong Jiafu Liu	
Study on the Relationship between College Students' Well-being and Innovation Behavior: The Mediating Role of Emotional Intelligence.....	494
Xinyao Li Ke Zhang Chung-tsung Shen	
The effect of proactive personality of college student on entrepreneurial intention: Taking entrepreneurial Self-Efficacy as a mediator.....	505
Xin-Hai Wang Da-Leng Zhou Wen-ya Lai	
The Influence of Freshmen's Shyness on Students' Engagement under the Background of COVID-19--the Mediating Role of Coping Style	515
Chuang Xu Zhen-Jia Ding	
The Relationship between Proactive Personality and Entrepreneurship Intention of College Students in China's Minority Area	524
Zhi-an Dong	

Relations between Parenting Style and Dormitory Interpersonal distress: The Mediating Role of Empathy	533
Wei Chang-Wu Nong Li-Ying Wang Ying Lai Wen-Ya Su Nan-Guang	
Research on the Practice of Digital Transformation of Higher Education in China in the Post-epidemic Period---Topic Analysis based on 2020 EDUCAUSE Horizon Report	542
Zaiming Xia Wang Yongkang Gao Wanli Xiao Zhenlei Peng Lei	
Effect of Parent-child Relationship in Original Family on Chinese College Students' Academic Achievement: Gratitude as a Mediating Variable	552
Jun Li Xinyi Ma Hongling Zhao Lili Chen Li Ma	
The Effect of Principal Transformational Leadership on Teacher Job Satisfaction in Hainan: The Mediating Role of Psychological Capital	562
Ling Pan Li Wang Tao Du Xuhao Meng	
The influence of Chinese college students' career exploration on job searching behavior: the mediating role of job-searching self-efficacy	572
Yafei Luo Ruina Ding Lingjie Wang Zihao Gao	
The Study about the Relationship Between the Psychological Capital and Academic Achievement: The Intermediary Function of Achievement Goal Orientation.....	582
Jiping Zhang Ying Zeng Feifei Chen Ziao Hu Xin Bai	
Study on the relationship between college students' physical exercise and subjective experience.....	591
Xiaoyan Li Le Li Chen Chen Ke Wei Yaxin Luo	
Exploring the Relationship of Transformational Leadership and Teachers' Organizational Citizenship Behavior in Universities of China: Job Satisfaction, Organizational Commitment and Psychological Contract as Mediators	600
Shaoyu Tian	
An examination of teachers' technology readiness in the acceptance of mobile learning systems in Chinese higher education	607
Yanping Shan	
The Influential Factors of Administrative Teachers' Low Willingness on Public Elementary School at Taiwan	615
Chung-tsung Shen	
The Influence of Achievement Goal Orientation on Academic Achievement of English Major University Students in Tianjin: Taking Learning Strategies as A Mediator	624
Zhelu Zhao Man Jiang	
Online Learning Challenges Faced by University Students: A Qualitative Study from the Perspective of Chinese International University Students in Thailand	635
Xiyao Liang Renee Shiun Yee Chew	

Where is Mister Teacher? Qualitative Study with Chinese Male Preschool Teachers in Changzhou.....	646
Ao Kui Sun Xiyao Liang	
The Influence of Servant Leadership and Social Exchange on Employees' Deviant Behaviors	
Xueqi Li Sze-Ting Chen	657
Relationship Between Psychological Empowerment and Innovation Performance: The Mediating Effect of Employee Creativity.....	668
Ziming Xu Feng-Lin Liu Chiu-Hui Tsai Pao-Cheng Chen	
The Moderating Effect of Corporate Governance Structure on the Relationship between ERP System and Business Performance.....	677
Lu Xiaoya Fan Yaojun	
The Influence of Tour Leader's Affective Traits on Work Outcomes -Verify Mediating Effect of Emotional Burn out.....	689
Shen-Yin Liu	
China and Thailand have current cultural exchanges and their Characteristics.....	700
Yasumin Thaisomboon Supachai Jeangjai Rujirek Kasemchotipat Wang Lingyun	
The Influence of Individualized Contract on Active-passive Innovation Behavior: Taking Work Pressure as a Mediator and Harmonious Passion as a Moderator.....	713
Le Zhang Chun-Shuo Chen	
The Impact of Person-Post Matching on Work Bottlenecks: The mediating Effect of Job Frustration, The Moderating Effect of Perceived Leadership Support.....	724
Wenqin You Xiugang Yang	
The Influence of Employees' Psychological Availability on Employees' Innovative Behavior Based on Enterprise Knowledge Sharing: Taking Error Communication Orientation as Mediator.....	734
Yuqi Li	
The Influence of Over-qualification in Employment on Turnover Intention: Taking Work Alienation as Mediator and Workplace Friendships as Moderator.....	744
Xiangyang Zhao Chun-Shuo Chen	
Employee Followership Under the Influence of Self-Control and Self Efficacy: Exploring the Mediating Role of Harmonious Work Passion and Career Adaptability.....	753
Haobo Zeng Ching-Chou Chen	
The Impact of Brand Anthropomorphism on Brand Happiness: Use Psychological Distance as the Mediating Variable and Hedonic Goods as the Moderating Variable.....	763
Qiyu Wang Kelvin C.K. Lam	
The Role of Humor in Office Management and Its Impact on Organizational Effectiveness	773
Chaofan Guo Kelvin C.K. Lam	

The Impact of Work Connectivity Behavior After-Hours on Cyberloafing: Using Work Alienation as Mediator.....	783
Shangwen Qin Chun-Shuo Chen	
Dilemma of Work-Family: The Preferred Resolution Style Achieving the Balance.....	798
Xin Sun Kelvin C.K. Lam	
Consumption Experience and Preferred Marketing Solution for Gen Y&Z: A Case Study of Small - Town and Rural Markets in China.....	809
Ming Zeng Kelvin C.K. Lam	
From the Perspectives of Rationality and Sensibility to Study the Effect of Tourists' Perceived Value and Place Attachment on the Willingness to Revisit Chengyang Hanjia Folk Village—the Moderator of Novelty Seeking.....	820
Pengfei Zhang Ya-Ping Chang	
The Influence of Spiritual Leadership on Unethical Pro-organizational Behaviors: Mediating Effect of Organizational Identification, the Moderating Effect of Trust of Employees in Organization.....	830
Bing Lyu Chun-Shuo Chen	
The Impact of Cultural Alienation on the Cross-cultural Adaptation and Work Engagement of Expatriates Using Mental Resilience as a Moderating Variable.....	841
Shu-Zhe Ge Kelvin C. K. Lam	
A Comparative Study of Chinese Shop Names in Traditional and New Chinese Communities in Thailand.....	852
Luyan Chai	
Theoretical Frontier and Practical Innovation of Smart Chinese Learning.....	862
Jie Shi Wanying Wang Xiaofei Li Meile Zhang	
Problems and Measures to Cope with “Teachers, Texts and Learning Management” of Chinese Language Learning in Thailand.....	870
Shen Ye Wipawee Wanla	
Cross-Cultural Adaptation of Chinese Students studying in Thailand—A Case study of University A in Thailand.....	879
Lingfen Mo Bo Wang Dan Su Hao Chen	
Thinking and Exploration of Online Teaching in Colleges and Universities during the Period of Epidemic Prevention and Control: A Case study of Dhurakij Pundit University.....	887
Chen Hao Su Dan Wang Bo Mo Lingfen	
The Trinity Strengthens the Education of Patriotism: A Case study of the Department of Grammar and Foreign Language of Xinhua College, Ningxia University.....	896
The Influence of High School Students' Learning Pressure on Academic Performance in Guizhou: Self-regulation as a Moderating Variable.....	902
Mingjuan Xiao Yuan-Cheng Chang	

The Localization of Chinese Textbook Complication Theory and Practice Take Highway Basic
Chinese complied for DRU Samut Prakan Campus as an Example.....911
Zhang Shaofan

The analysis of Chinese detachable words acquisition: A Case Study of Primary School
Students in N School.....916
Ning Li

Fibonacci Sequence: Prediction of Taiwan Stock Market bottom time interval after Covid-19 economic impact & investment strategy

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Abstract

Early 13th century, in the Liber Abaci (1202), Fibonacci introduced the idea as today known as Hindu-Arabic numeral system. The book posted and resolved a problem involving the growth of a population of rabbits on idealized assumptions. Combination with The Wave Theory (1938), Fibonacci numbers provides a real-life example from its percentage retracement to stock market. Especially, after Covid-19 circumstance, macroeconomics and stock market are hard to be addressed for traders, investors, and to general public. In 2019 I have been successfully predicted the peak point time on 2020/1/30 prior Covid-19. For further study, referring to Fibonacci assumption, to provide following time interval of stock market bottom based on the sequence idea and economic status with heartening from the study to define when the pattern 5 is ended and when would be the reasonable time period to execute the buy strategy.

Keywords: Fibonacci Numbers; Wave Principle; technical analysis; global economics, Covid-19, outbreak, financial crisis, entrepreneurs

1. Introduction

The idea of this paper expects to forecast the Taiwan stock market index peak after Covid-19 impact and to its bottom index internal coming. Applying Fibonacci Numbers relationships [1] to predict time and referring to Elliott Wave Principle to define its pattern as the framework [2], [3], the structure will be going through Covid-19 outbreak, to global economy impact and the proposition to when the market changes direction after a period of trending prices [4], we would like to make a prediction on market bottom time interval for investors to make investment strategy from the magnitude and duration of the time and index range that less risky for long-term deal.

The study of Fibonacci sequence is important in the computational run-time analysis of Euclid's algorithm to determine the greatest common divisor of two integers and a pair of consecutive Fibonacci numbers [5]. Additionally, it has been approved that could be connected to the field of economics, it is shown how a generalized sequence enters the control function of finite-horizon dynamic optimization problem, the procedure is illustrated as example often referred to as the Brock-Mirman growth model [6].

For experienced and practical traders in the market, chart-based methods and other financial tools with technical/fundamental analysis are critical in terms of the prediction of turning points in financial markets and entrepreneurs who know the tips to sustain the business in harsh time and expand after financial crisis [7]. Thus, we will not be discussing traders from academic or textbook way to determine buy/sell strategy, or who have rough idea in securities nor, investors have small gain experience. The root of problems are we intend to provide our prediction by pattern and time [8], thus, for investment crowd psychology, moves between optimism and pessimism in natural sequence must be taken out, the investment strategy will not focus on securities traders but also to business owner and entrepreneurs.

From Elliott's model, traders learn to predict by pattern, ratio and time by motive and corrective

phases [7]. After wave 5 pattern shown, investors in bull market could make decision to sold out their portfolio on hand or adjust portion to avoid downside risk. Or buy in bear market after impulses waves have been finished [9]. This explains “how”, but “when” is specifically we are interested in whether by ratio of successive trends cluster around Fibonacci numbers could provide us a good sign in financial market [10].

2. Macroeconomics impact by Covid-19 spillover

Why a health crisis globally turns into an economic crisis [11], believe it is the answer lying by coronavirus stifled economic activities. Back into 2019, there is a US-China trade war anxiety, the global growth of 3.4% predicted by IMF had already not positive enough and economists were taken a pessimistic view in 2020 [12]. Nowadays, Covid-19 have made situation worse and huge stock market loss within one week from 24th to 28th of February accounted US\$ 5 trillion in wealth [13]. The spread of the virus globally has been changing our life and furthermore the economics by 5 aspects [14]:

- Social distance which led to the shutdown of markets, companies, businesses and events around the world.
- Exponential rate of spreading is still ongoing and second burst out has been occurred within few countries, its heightened uncertainty and lockdown as a policy still continuing.
- International travel for business activities have almost bugged up and tourism industry hurt most, both held up consumption and investment.
- Restrictive policy, monetary policy and public health measures were adopted by government during the period and still keep monitoring.

Stock markets volatility have been raised due to quantitative easing (QE), however not into substantial economy, but creating bubbles for coming financial crisis.

Based on historical experience, for instance, the Asian debt crisis of 1997 was caused by the collapse of the Thai Baht, caused panic and created a region-wide financial crisis and economic recession in Asia; the 2008 global financial crisis was caused by loose monetary policy, followed by subprime mortgages, weak regulatory structures and high leverage in the banking system; The 2010 recession of the Eurozone, was due to Greece that lack of monetary policy flexibility, structural weaknesses in economy and by the after-effect of the global financial crisis in 2008 [15].

Practically, we show how outbreak led to spillovers into major sectors of the global economy and investigate the effect on the level of economic activities and primarily TWSE index bottom interval time prediction. Theoretically, global recession would be at least as bad as the 2007-2008 financial crisis followed by a recovery in 2021. Although in the end of year 2020, the global markets have been rallied brilliantly and show that the future is going well.

Pattern defined by Wave Principle.

Prior we could define time interval, the wave stage at its particular degree must be considered [16]. For the long-term basis, here we will apply intermediate classification while counting peak and low points by weeks to months basis.

As Wave practitioners, its priority to define where we are and its bull or bear trend [17]. After Covid-19 burst out in Feb till July, stock market indices globally have bounced back close or over its historically high by quantitative easing from Federal bank policy. As a result, the monetary illusion and bubble have been created to public, not big proportion of those cash flow into actual substantial economy by multiplier effect. Hence, if not defining it correctly whether at dominant trend or corrective wave, the following prediction of Fibonacci numbers by intermediate level will be misled.

Wave deductive assumptions on 2020/7/27 weekly K-chart weekly data:

- Taken period from 2015/8/24 to 2020/7/13 from 7203 to 12197 as dominant trend.
- TWSE index peak not exceed 13599 ($3674 \times 1.382 + 8523$), then wave B pattern, although it's higher than 12197 is still valid following Elliott's definition [18].
- In corrective trend as time is almost equal between wave A & wave B pattern.
- Wave C will be coming prior end of September.
- TWSE index high maximum value is less than 13600.
- If it goes over 13600, then the 2020/3/19, we will go back and deem it to be wave 5 began.



Figure 1: Candlestick chart (Week): TWSE 2015/8/24-2020/7/27
 Data retrieved from Concorde's Kingcon version 8.3

The pattern recognition by wave practitioners, pattern is most important, then following by ratio and time. Unlike other technical analysis methods, we preconized by statistical indicators calculated from historical data [19]. To foresee possible price movement and foretell possible interval by updating time to time and backstepping that's only Wave principle and Fibonacci sequence could be done rather than technical analysis with its limitations [20].

Anchoring by possible peak prior September at first stage and underlie TWSE index— wave 5 finished at 12197 (2020/1/3). Following the signal that 8523 (2020/3/16) has been lower than 9319 (2019/1/3), each degree of a pattern now has more evidences supporting our save deductive thought. However, pareidolia error might be occurred as to master for things not happened, thus, second stage of Fibonacci sequence provide further support to expanding from now on for time duration and possible interval in 2021[21].

3. Fibonacci sequence by Liber Abaci

Liber Abaci contains the earliest known description of the sequence outside of India, the idea had been described by Indian mathematicians in early sixth century [22].

In mathematics, the Fibonacci numbers, commonly denoted F_n form a sequence [10], called the Fibonacci sequence, such that each number is the sum of the two preceding ones. For example, the sequence 0, 1, 1, 2, 3, 5, 8, 13, 21, 34, 55, 89, 144...is formed by starting with 0 and 1 and then adding any two consecutive terms to obtain the next one: which is valid for $n > 2$.

$$F_n = F_{n-1} + F_{n-2}, \tag{1}$$

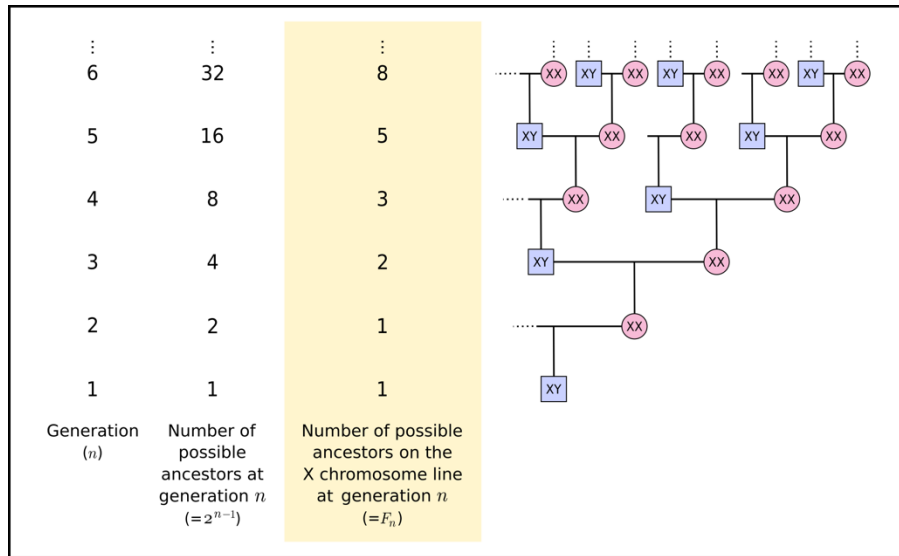


Figure 2: Hutchison, L. “Growing the Family Tree: The Power of DNA in Reconstructing Family Relationships” [23]

The Fibonacci numbers occur in the sums of “shallow” diagonals in Pascal’s triangle. (see formula below and binomial coefficient in Figure 3)

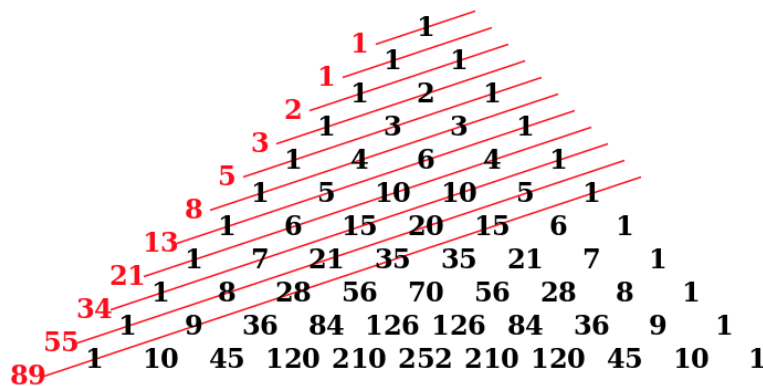


Figure 3: The Fibonacci sequence in Pascal’s triangle [24]

Since Fibonacci sequence levels are widely used in Elliott’s model and we have assumed wave C will be coming prior end of September, and we will apply this idea for time interval prediction by intermediate pattern and most important the application by Fibonacci numbers equal or over 5 as its period counts, but not more than 55 weeks by primary pattern from study [3] and this number will be our benchmark to be applied in this paper.

4. Fibonacci numbers forecast in TWSE Index

Identifying support and resistance levels, it can be identified by trend lines. In using pivot point calculations, the more often a support/resistance level is “tested” (touched and bounced off by price), the more significance given to that specific level. If a price breaks past a support level, that support level often becomes a new resistance level. The opposite is true as well, if price

breaks a resistance level, it will often find support at that level in the future. When judging entry and exit investment timing using support or resistance levels it is important to choose a chart based on a price interval period that aligns with your trading strategy timeframe [8].



Figure 4: Candlestick chart (Week): TWSE 2019/3/4-2020/7/6
 Data retrieved from Concorde Kingcon version 8.3

Theoretically, from above weekly data in early July, 2020 in figure 4, we could anchor its time, and based on its information, we might apply same method to 2019 TWSE index low to predict its downside period and scale by Fibonacci sequence & Elliott's pattern that target peak point could be 2nd week of Aug [19]. Referring to deductive assumption, I have assumed prior end of September and TWSE index not exceeded 13599, then the wave 5 will be confirmed at this stage. From figure 5 the peak point was on 2020/7/28 at 13031.



Figure 5: Candlestick chart (Day): TWSE on 2020/8/2
 Data retrieved from Concorde Kingcon version 8.3

By double examining Fibonacci from weekly and daily data, we could find out [25]:

- The peak point has happened at 33rd week on 2020/7/28 and close to 34th week.
- The peak point 13031 has come at 85th trading day from 8523.63 on 2020/3/19, which is close to 89 days.

Furthermore, it is also matched the intermediate time level, from figure 6, that we could also see 5th month candle chart time series has been also followed by Fibonacci numbers [10].



Figure 6: Candlestick chart (Month): TWSE on 2020/7/11
 Data retrieved from **Concord's Kingcon version 8.3**

5. Conclusion

The paper has 3 noteworthy findings, while investors expect to know the answer. “When it end?” First of all, Fibonacci numbers could provide a certain time interval to assist buy/sell decision [10]. Second, each degree of time, whether by days, weeks, months, that will be very close time period while we look back its peak/bottom points [8]. At last, from Fibonacci numbers could provide a good sign to avoid risk in market [21], [26].

After Covid-19 were bursting out, the market had been suffered the downturn in March and rallying to peak within a short period of time. Mostly in this occasion, public investors and traders, who have lost the wariness, refer to my assumptions on 2020/7/27 and findings that peak of this year exceeds index 13600; however, the time interval is only extending to year 2021 as expectation.

Pattern	Time (Start)	Time (End)	Weeks	Price (Start)	Price (End)	Index dif	Wave 3/ Wave 1 Ratio (weeks)	Wave 3/ Wave 1 Ratio (index)
Wave 1	2001/9/24	2007/7/23	304	3411	9807	6396		
Wave 2	2007/7/23	2008/11/17	69	9807	3955	(5852)		
Wave 3	2008/11/17	2019/12/30	580	3955	12197	8242	1.908	1.408
Wave 4	2019/12/30	2020/3/16	11	12197	8523	(3674)		
Wave 5	2020/3/16	N/A						
W 5-1	2020/3/16	2020/4/13	5	8523	10710	2187		
W 5-2	2020/4/13	2020/4/20	1	10710	10140	(570)		
W 5-3	2020/4/20	2020/7/27	14	10140	13031	2891	2.800	1.322
W 5-4	2020/7/27	2020/9/21	8	13031	12149	(882)		
W 5-5	2020/9/21	N/A	N/A	12149				

	Min	Max		Min	Max
Possible time	1.908	2.800	Date	2021/1/6	2021/2/24
Possible peak	2187	2891	Index	14336	15040

Figure 7: Fibonacci numbers by index ratio and weeks from TWSE 2008-2020 data

The statistics reflect a degree that the appearance of ration in stock market movements that we

could apply its minimum to maximum ratio, predicting the peak will be ending soon [27], [28].

- $2020/9/21 + 107 \text{ days } (7 \text{ days } \times 8 \times 1.908) = 2021/1/6$
- $2020/9/21 + 156 \text{ days } (7 \text{ days } \times 8 \times 2.8) = 2021/2/24$

Subsequently, we could refer to Fibonacci sequence idea, the following 13-34 weeks could be relative bottom interval in the mid of next year [17] [29]. As a result, to trigger the sell signal soon while applying the principles and the coming year that would be switching on the buy strategy [9] [10].

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Lead-Lag Relationship between Indices on China's Stock

Exchange

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Abstract

This paper investigates the lead-lag relationship between CSI100, CSI200 and CSI500 index, the most representative average stock price index of big, middle and small companies listed on Shanghai and Shenzhen stock exchange using the vector error correction model. The empirical results present an important leadership and contribution of relatively big companies in relation to price discovery, namely CSI 100 and CSI 200.

Keywords: Lead-lag, Price discovery, Chinese spot indices

1. Introduction

The faster the prices of financial asset presenting available information the more efficient that the market is. If the market reflect all information immediately and completely, the market is named efficient market. Therefore there are no opportunities for arbitrage [7]. But in reality, the difference of movement of asset prices is observed, such as the difference between prices of spots and futures correspondingly. Frank et al. indicated that not all information is immediately interpreted in similar way by agents and investors then translated into asset prices directly [10]. Some news, such as a change in company president, different agents interpret in different ways and different time so that the asset prices move in different ways. Otherwise, Chan indicated that the difference from the prices of spots and futures correspondingly are due to the different cost of carry [2].

The most studies of Lead-Lag relationship are focus on the prices of spots and futures. In this paper, we are interested in the relationships of movement of stock prices between different scales of company in china's stock exchange. We investigate the Lead-Lag relationship on china's stock indices, CSI100, CSI200 and CSI500 index. The CSI 100 Index is made up of the largest 100 constituent stocks listed on the Shanghai and Shenzhen of underlying stocks of CSI 300 Indexes. This is a perfect reflection of the stock price performance of a number of super-large market capitalized companies with potential market influence in China's A-share market. The CSI 200 Index is one of the indexes developed by China Securities Index Co., Ltd. The constituent stocks of CSI 200 Index are included in the CSI 300 Index but not the constituents of the CSI 100. The CSI 200 Index reflects the performance of mid-large A-share which listed on Shanghai and Shenzhen. The CSI 500 is composed by the 500 largest stocks in the sample space of A-share after excluding the constituent stocks of CSI 300 Index. The composition of the 500 stocks representatively shows the overall level of stock of a group of small-mid companies listed on the China's stock market.

2. Literature review

Kutner and Sweeney investigate the relationship between the futures index, index spot, and Depositary Receipts markets of S&P 500 Index [14]. They find that there are co-integration relationships between the three market indices and the movement of spot index follows the movement of S&P 500 index futures. Not only Chu et al. but also Fleming et al. reinforce the discovery high frequency trading data [4], [8]. In order to get stationary series data, Stoll and Whaley investigate the relationship between futures contract of Major Market Index returns,

spot index returns and S&P 500 Index with 5 minutes intraday trading data [16]. They find that the returns of both MM Index and S&P 500 Index futures contract lead the returns of stock market. Abhyankar tests that whether FTSE 100 Index and FTSE 100 Index Futures can effect each other by Granger Causality Test [1]. He finds that the change of futures returns causes the change of spot returns based on Linear Granger Causality Test. He finds that there is interaction between futures and spot in non-linear causality test. Floros and Vougas find that the FTSE 100 index fluctuates with FTSE 100 index futures in short term [9].

Kawaller et al. test the relationship between S&P 500 Index and S&P 500 Index futures [13]. They find that there is no systematic relationship either the volatility of futures leads the volatility of spot or the volatility of spot leads the volatility of futures. Tse examines the price discovery mechanism and the volatility spillover between Dow Jones Industrial Average Index and futures contract DJIA Index [17]. He finds the bidirectional interaction that both the volatility of spot and futures can predict the future volatility each other. Lafuente analyses the lead-lag relationships of both returns and volatility of Ibex 35 spot and futures and Ibex 35 spot and futures [15]. He finds that there is bidirectional relationship of causality between the volatility of Ibex 35 spot and its futures contract. In order to explore the dynamics of price discovery, Tse et al. test the influence of DJIA Index derivative instruments on index such as the DIAMOND exchange-traded fund (ETF), the floor-traded regular futures, and the electronically traded mini futures [18]. They find that The E-mini futures significantly leads the DJIA Index. Ivanov et al. investigate the relationships between spot, ETF and futures markets. They find that more and more significant trend in the price discovery metrics of ETF and spot rather than futures leads price innovation [11].

3. Methodology

3.1 Tables

CSI 100 Index, CSI 200 Index and CSI 500 Index are selected to investigate the Lead-Lag relationships in china stock exchange. The daily data is from Google Finance covering period January 2014-August 2020.

3.2 Research methodology

3.2.1 Unit Root Test (ADF)

Before investigating the long-term relationships between CSI 100 Index, CSI 200 Index and CSI 500 Index, we should test the stationarity of index series. Augmented Dickey-Fuller unit root test is employed applying on index series respectively [5]. First of all an AR (1) equation is constructed as follow:

$$x_t = \alpha + \beta x_{t-1} + \varepsilon_t$$

Where, x_t represents the time series of indices. The intercept α is the constant intercept. The one lag index x_{t-1} is one period lagged index series. The parameter β is the autoregressive parameter and ε_t is error term series with zero mean. If the coefficient β is not less than 1, it means the past index data can influence the index now and the influence of past index data get stronger and stronger. The parameter which is not less than one shows that the influence from past index data does not attenuate over time. If the parameter β is less than 1, then affection of past data will converge to 0 over time. If the parameter, β , is equal to or greater than 1 it means the index series is not stationary namely having unit root. In order to get reliable co-integration test results, we have to investigate whether the index series are stationary. To construct the hypothesis of unit root test easier, we deduct x_{t-1} from both sides of the equation:

$$\Delta x_t = \alpha + \theta x_{t-1} + \varepsilon_t$$

Where, Δx_t is first difference of indices at time t, x_{t-1} is one period lagged indices, ε_t is error term fluctuating around 0. We define the autoregressive parameter $\theta = \beta - 1$. So we transfer the hypothesis from $\beta = 1$ to $\theta = 0$. If the index series are stationary parameter θ should less than 0. This test is known as Dickey-Fuller (DF) test for unit root test.

More generally, to avoid serial correlation problem, p lags of first difference of index, Δx_t , are included in the equation below so that the affection from past first difference index can be controlled. The regression equation as follow:

$$\Delta x_t = \alpha + \theta x_{t-1} + \sum_{i=1}^p \gamma_i \Delta x_{t-i} + \varepsilon_t$$

Where, Δx_t is the first difference of index. The intercept α is constant intercept. The coefficient θ is unknown autoregressive parameter of index data x_{t-1} at time t-1. The difference operator Δ is difference operator, this term Δx_{t-i} shows p lags difference of index. The equation above is named Augmented Dickey-Fuller (ADF) test. Because the p lags of first difference of index Δx_t augment the equation above by controlling the influence of Δx_{t-i} on Δx_t .

3.2.2 Co-integration Test

If there are index series co-movement in long-term but fluctuation around equilibrium, then we said there are co-integration relationships between index series. Johansen [11] pointed out that if two index series both are integrated of order one, $x_t \sim I(1)$ and $y_t \sim I(1)$, it means that the series have trend so that the results of co-integration test is unreliable. Now we construct a vector X_t which comes from the difference between x_t and y_t . To investigate the co-integration relationship, we have to construct autoregressive equation on vector X_t . In order to simplify the test, we deduct X_{t-1} from both sides of equation as before.

$$\begin{aligned} \Delta X_t &= A_t X_{t-1} - X_{t-1} + \varepsilon_t \\ \Delta X_t &= \pi X_{t-1} + \varepsilon_t \end{aligned}$$

Where, X_t are $n \times 1$ vectors, ε_t is $n \times 1$ vectors of error term with 0 mean, A_t are $n \times n$ matrix of coefficients. We denote $\pi = A_t - B$, that B is $n \times n$ matrix and each element is 1. The error term ε_t is error term vectors. The index matrix X_t shows the first order Vector Autoregression process and A_t is an identity matrix. We then investigate the elements of matrix π if every element equal to, if all elements of matrix X_t are integrated of order one, $I(0)$, it indicates that there is no co-integration relationship between indices. So we should test the null hypothesis, all element of matrix π equal to 0. If the null hypothesis is rejected, there is at least one co-integration relationship between indices.

On the other side, the full rank matrix of coefficient matrix π is supposed, then the solution of n variables equations system denotes the relationships of co-integration, as follow:

$$\begin{aligned} \pi_{11}X_{1t} + \pi_{12}X_{2t} + \dots + \pi_{1n}X_{nt} &= 0 \\ \pi_{21}X_{1t} + \pi_{22}X_{2t} + \dots + \pi_{2n}X_{nt} &= 0 \\ \vdots & \\ \pi_{n1}X_{1t} + \pi_{n2}X_{2t} + \dots + \pi_{nn}X_{nt} &= 0 \end{aligned}$$

This equations system has n independent equations, each of the equations shows a co-integration relationship. The n equations restrict the n variable solutions. So that the n variables must be stationary in long-term relationship. Generally speaking, if the coefficient matrix π has rank p, it means that there are p relationships between indices. Because the first difference of index series are stationary, the co-integration relationships between indices is tested. If the co-integration relationships exist, then the next step is to investigate the causality of indices.

3.2.3 VECM

To investigate short-term volatility relationships between indices, the Vector Error Correction Model (VECM) is constructed with one lag of first different of indices Δx and Δy respectively [12], as follow:

$$\Delta y = \alpha_0 + \sum_{i=1}^p \alpha_i \Delta y_{t-i} + \sum_{i=0}^p \gamma_i \Delta x_{t-i} + \delta (y_{t-1} - \widehat{\beta}_1 - \widehat{\beta}_2 x_{t-1}) + u_t$$

Where, Δ is first order difference operator, $(y_{t-1} - \widehat{\beta}_1 - \widehat{\beta}_2 x_{t-1})$ is error correction term, u_t is error term, a normal distribution series with zero mean. If the error correct term parameter δ is negative, the mechanism of the two indices system correcting themselves to maintain the relationship between indices is indicated. The estimated coefficients of co-integration, $\widehat{\beta}_1$ and $\widehat{\beta}_2$, show the difference between real y_{t-1} and the estimated one by x_{t-1} . If the real index y is less than the estimated one by index x , based on the negative parameter δ , the index y will be pulled back by the error term. If index y is greater than the estimated one, the error term will be negative. The negative error term will force the index y to decrease next period. If there is at least one co-integration relationship between stock indices, then the causality must exist in at least one direction. For example, directional causality from variable x to y , variable x Granger causes variable y , requires that one of the co-efficient γ_i must be non-zero and the coefficient of error correction term must be statistically significant less than zero. If either variable x Granger causes variable y or variable y Granger causes variable x , there is a mutual feedback relationship between x and y [6].

4. Results

4.1 Preliminary Comparative Analysis

Table 1 shows the descriptive statistic of return of CSI100, CSI200 and CSI500 index. The returns of all indexes fluctuate around 3% to 5%, and the standard deviations are from 1.539506 to 1.812904. In addition, the skewness coefficients are showed to be negative for all indices, it indicates that the negative returns are dominant. The Kurtosis of all indices are greater than 3, showing that the distribution has leptokurtosis. This term also indicates the fatness of tail of a distribution.

4.2 Unit Root Test (ADF)

In order to obtain reliable results of co-integration test, we run the ADF test to investigate whether the index series have stochastic trend. If the null hypothesis, the series tested has unit root, cannot be reject, it means that the series has stochastic trend. We test both level and first difference of all index series with intercept and trend. Table 2 shows the results of 3 series of stock prices index which are checked for ADF test. The results of ADF test denote that all series of indices have stochastic trend, namely being non-stationary at level. But under first difference, CSI 100, CSI 200 and CSI 500 all are stationary.

4.3 Co-integration Test

To test the long-term relationships, the Johansen Co-integration test is employed. The first difference of index series are stationary, so that the series of index return are used. In order to investigate whether the co-integration relationships exist between the series of return of index. The co-integration tests are performed. Table 3 shows the results of co-integration tests. There are at least three co-integration relationships between the series of indices return of CSI 100, CSI 200 and CSI 500. It shows that the three indices together in long-run but fluctuate around equilibrium in short-run.

Table 1: Descriptive statistics of return of CSI 100, CSI 200 and CSI 500

	CSI 100	CSI 200	CSI 500
Mean	0.057131	0.041405	0.0342
Median	0.06833	0.104219	0.132112
Maximum	6.698679	6.834835	6.392595
Minimum	-9.367128	-9.36237	-9.081097
Std. Dev.	1.539506	1.74262	1.812904
Skewness	-0.785306	-1.041423	-1.131868
Kurtosis	9.186315	8.347757	7.655236
Jarque-Bera	2540.99	2054.43	1671.383
Sum	85.52485	61.98339	51.19752
Sum Sq. Dev.	3545.637	4542.94	4916.785
Observations	1497	1497	1497

Table 2: Unit root test results

Index	Level		Frist Difference	
	T-value	Prob.	T-value	Prob.
CSI100	-2.76	21.27%	-28.75***	0.00%
CSI200	-2.59	28.12%	-35.00***	0.00%
CSI500	-3.25*	7.48%	-34.45***	0.00%

*** Denotes the significant at 1% level. * Denotes the significant at 10% level.

Table 3: Results of co-integration test

Paris			None		At Most One		At Most Two	
			t-value	Prob.	t-value	Prob.	t-value	Prob.
CSI 100	CSI 200	CSI 500	29.79707***	0.000	15.49471**	0.000	3.841466**	0.000
				1	*	1	*	0

*** Denotes the significant at 1% level.

4.4 The lead-lag relationships between indices CSI 100, CSI 200 and CSI 500.

The table 4 shows interactions between CSI 100, CSI 200 and CSI 500. The columns show the explanatory variables. The rows are explained variables. The crosses of column and row show the error correct term which is the difference between variables of each row and the estimated value by every column. For example, the cross of column CSI 100 and row CSI 200 shows the parameter of the error term of the difference between CSI 200 and the estimated CSI 200 by CSI 100. The table 4 shows that the P value of the coefficient of error correct term, CSI 100 to CSI 200, CSI 100 to CSI 500 and CSI 200 to CSI 500 are 0.0321, 0.0173 and 0.0150, are significant at 5% level. Based on table 4, the results of VECM show that the difference between CSI 200 and the estimated CSI 200 value by CSI 100 can correct CSI 200 next period. If the estimated CSI 200 is greater than CSI 200 and then the CSI 200 will decrease next period, vice versa. It means that CSI 100 leads CSI 200, CSI 100 changes first and CSI 200 follows. The table also shows that the difference between CSI 500 and CSI 100, CSI 500 and CSI 200 can correct the value of CSI 500 next period.

Table 4: Results of VECM

Index	CSI 100		CSI 200		CSI 500	
	δ	Prob.	δ	Prob.	δ	Prob.
CSI 100			-0.0029	0.2946	-0.0038	0.1338
CSI 200	-0.0071**	0.0321			-0.0130	0.1616
CSI 500	-0.0068**	0.0173	-0.0214**	0.0150		

** Denotes the significant at 5% level.

5. Conclusion

Vector Error Correction Model is employed to investigate whether the causality exist between CSI 100, CSI 200 and CSI 500. The market contribution of price discovery mechanism between CSI 100, CSI 200 and CSI 500 is researched as well. Based on the test results above, the big company stock prices can influence the middle and small company stock prices. And the middle company stock prices can effect small company. Namely the bigger company stock prices change first then the relatively smaller company stock prices change latter. So that the bigger company stock prices lead relatively smaller company stock prices. Chordia and Bhaskaran find the reason of lead-lag relationship is that the speed of stock prices responding to information is different [3]. Based on the test results of this paper, the bigger companies listed on china's stock market respond to information more rapidly than the relatively small companies.

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An Analysis of Market Competitiveness of Taiwanese Life Insurers

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Abstract

This study measures the market competitiveness of Taiwanese life insurers using the Lerner index to explore the market competitiveness during 2001-2018 in Taiwanese life insurance industry. The results demonstrated that state-owned life insurers are market followers that adopt a strategy of talent recruitment. Financial holding life insurers are the market leader in the life insurance market. FHLIs outperform other types of life insurers continue to focus on improving operational efficiency and productivity to reduce marginal costs and enhance competitiveness.

Keywords: life insurance industry, Lerner index, market competitiveness

1. Introduction

In 2014, the life insurance market in Taiwan began offering online insurance in response to advances in information technology, such as mobile communication, social media, big data, and cloud computing. In 2016, it specifically noted that the crucial future policy objectives for the insurance industry were as follows: the continuous promotion of online insurance, the encouragement of industry players to invest in innovation, research and development (R&D) of insurance-related products, and the promotion of big data applications by the insurance industry for underwriting, claims settlement, and rating. Insurance penetration in Taiwan has increased from 18.02% in 2014 to 20.68% in 2018, and the growth rate over those 5 years is as high as 15.48%, higher than that of advanced countries such as Hong Kong, South Korea, the United Kingdom, and Japan. For Taiwanese life insurance industry, continuous low interest rates, changes in accounting principles, and changes in global trade conditions will lead to more intense market competition in the future. As of the end of 2019, Taiwan has 22 life insurance companies, comprising 19 domestic insurers and three foreign insurers [1], and considerable differences and competitions exist among them.

Since Taiwan promulgated the Financial Institutions Merger Act and the Financial Holding Company Act in 2000 and 2001, the types of life insurers have included state-owned life insurers (SOLIs), financial holding life insurers (FHLIs), nonfinancial holding life insurers (NFHLIs), and foreign life insurers (FLIs), all with different business types and strategies. The FHLIs advocate multiple products and flexible choices; moreover, their official websites have introduced a customized interface and optimized the purchase process. However, the NFHLIs advocate cross-sector alliances to expand customer choices. FLIs advocate that the bank brokerage channels should match with telemarketing channels to promote simpler products. Relevant studies have mostly used the LI to measure market competitiveness in the banking industry. Only a few studies have targeted the insurance industry. Because both life insurance and banking are financial services, this study uses Lerner Index (LI) to measure the market competitiveness of the life insurance industry in Taiwan.

2. Literature Review

Competition is a dynamic market process; that is all firms respond in the market to pursue market opportunities. Porter [2] claims that firm profitability or the customer service construct is affected by suppliers, manufacturers, buyers, potential competitors, and existing competitors,

which in turn changes the entire market. For the measurement of market competitiveness, this study uses the Lerner index (LI) proposed by Lerner [3]. The LI reflects the strength of monopoly power in the market by measuring the degree of deviation between price and marginal cost. In studies on market competitiveness in the financial services industry, the LI has been widely used in the banking industry in recent years (Angelini and Ce-torelli [4]; Fernández de Guevara et al., [5]; Casu and Girardone [6]; Fernández de Guevara and Maudos [7]; Carbó et al., [8]; Nguyen et al., [9]; Beck et al., [10] and Anginer et al., [11]; Clerides et al., [12]; Nguyen et al., [13]; Clark et al., [14]; Trinugroho et al., [15]; Albaity et al., [16]; Azmi et al., [17]; Phan et al., [18]. In a study exploring competition intensity in the insurance market, Basturk [19], analyzes the competition intensity between the Turkish property–casualty insurance industry from 2005 to 2010; the findings show that competition is reflected in the calculation of premiums and firm profitability in subsequent stages. Căpraru and Moise [20] analyze the competition in the Romanian insurance market, and the results reveal that the market is a low-concentration and quasi-market. Jeng et al., [21] take the Japanese property–casualty insurance industry as a research scope and find that the market concentration and firm efficiency of the industry have a negative effect on market competition. In addition, Cummins et al., [22] analyze the effect of the competitiveness of the European Union’s life insurance market on the robustness of the insurance industry and determine that competition increases the robustness of said life insurance market and contributes to the solvency of insurance companies. Camino-Mogro et al., [23] also analyze the degree of competitiveness between Ecuador’s life insurance and property–casualty insurance markets. The findings indicated that the Ecuadorian insurance industry operates in a perfect competitive environment, and both markets are in a long-term equilibrium state.

3. Methodology

3.1 Data Source

This study uses the financial statements of life insurers from 2001 to 2018 and relevant information is obtained from the Taiwan Insurance Institute [24] and the Life Insurance Association of the Republic of China as the data source [1]. According to the member directory of life insurance association of Republic of China, there are 22 life insurers in Taiwan, including 2 state-owned life insurers (SOLIs), 8 financial holding life insurers (FHLIs), 9 non-financial holding life insurers (NFHLIs), and 3 foreign life insurers (FLIs).¹The dataset is an unbalanced panel data, total 346 observations as some insurers were established during the research period.

3.2 Market Competitiveness

The Lerner Index (LI) is a measure a firm’s level of market power by relating price to marginal cost and market competitiveness. It uses the degree of deviation between price and marginal cost to reflect the intensity of monopoly power in the market and avoid the problem of calculating competitiveness from sales data [25]. The LI is calculated as follows:

$$LI_{it} = \frac{P_{it} - MC_{it}}{P_{it}}$$

The P_{it} is the output price of the i^{th} life insurance company in the t^{th} year. This study uses the total assets of life insurance companies to measure a firm’s total output, and takes the total income (net premium income and investment income) divided by the total assets as the output price (Jeng et al., 2017). MC_{it} is the marginal cost of the i^{th} life insurance company in the t^{th} year. In the derivation of the cost function, labor and capital are used as inputs. To facilitate technical measurement, this study refers to the translog cost function deduced by Diewert [26], which removes the limit of cost elasticity of 1 and uses second-order expansion to obtain its

approximate function. This study assumes that the total cost of a life insurance company is a function composed of total output, labor price, capital price, and trend changes.

$$TC=C(TA, W_1, W_2, Trend)$$

The translog cost function model is as follows:

$$\begin{aligned} \ln TC_{it} = & \tau_o + \tau_1 \ln TA_{it} + \frac{1}{2} \tau_2 (\ln TA_{it})^2 + \sum_{j=1}^2 \gamma_j \ln W_{j,it} + \frac{1}{2} \sum_{j=1}^2 \sum_{k=1}^2 \gamma_{jk} \ln W_{j,it} \ln W_{k,it} \\ & + \sum_{j=1}^2 \omega_j \ln TA_{it} \ln W_{j,it} + \theta_1 Trend + \frac{1}{2} \theta_2 Trend^2 + \theta_3 Trend \ln TA_{it} \\ & + \sum_{j=1}^2 \phi_j Trend \ln W_{j,it} + \varepsilon_{it} \quad \forall i, t \end{aligned}$$

where TC_{it} represents the total cost of the i^{th} company in the t^{th} year, which is the sum of labor costs, capital costs, and fund costs; TA_{it} represents the total assets of the i^{th} company in the t^{th} year; W_1 is the labor price of a life insurance company, which is calculated by dividing the labor cost by the number of employees; W_2 is the capital unit price of a life insurance company, which is calculated by dividing operating expenses (nonstaff costs, commissions, and processing fees) by net premium income; Trend is a time trend variable, where Trend = 1,2,3, ..., 18, representing 2001-2018, respectively; and ε_{it} is the combined error term in the logarithmic cost function, including random and inefficiency error terms. The distribution of these two errors is assumed to be normally distributed and half-normally distributed, respectively. In addition, the first-order homogeneity conditions for factor prices must be met:

$$\sum_j r_j = 1, \sum_j \gamma_{jk} = \sum_k \gamma_{jk} = \sum_j \sum_k \gamma_{jk} = 0, \sum_j \omega_j = 0, \sum_j \phi_j = 0$$

where γ_{jk} is symmetric; that is, $\gamma_{jk} = \gamma_{kj}$. Finally, Shephard's lemma can be applied to further derive the marginal cost (MC_{it}) as follows:

$$MC_{it} = \frac{\partial TC_{it}}{\partial TA_{it}} = \frac{TC_{it}}{TA_{it}} \left(\tau_1 + \tau_2 \ln TA_{it} + \sum_{j=1}^2 \omega_j \ln W_{j,it} + \theta_3 Trend \right)$$

4. Empirical Analysis and Results

Table 1 presents the descriptive statistics of variables of the translog function model. According to Table 2, the standard deviation of the total assets of insurers is considerably large, indicating that the size of life insurers in Taiwan has a vast gap. The skewness coefficients of each variable are distributed to the right, signifying that there are more small-scale companies on the market. Table 2 presents the estimated results of the model parameters. The Adj-R² reaches 0.9222, which indicates that the model has high explanatory power. Subsequently, the estimated marginal cost (MC) of each company can be obtained through the parameter estimates in the function to gain the market competitiveness of each insurer in that year.

Table 1. Descriptive Statistics of Variables in the Translog Function Model.

Variable definition	Calculation method	Mean	Std. Dev.	Skewness
Total cost (unit: million)	Labor costs + operating expenses	9778.257	11043.697	1.595
Total output (unit: million)	Total assets	684660.868	1070640.260	2.633
Labor unit price	Labor costs / number of employees	1.408	2.593	6.632
Capital unit price	Operating expenses / net premium income	0.095	0.099	2.310

Table 2. Parameter Estimates of the Translog Cost Function.

Variables	Coefficient (Std. Err.)	Variables	Coefficient (Std. Err.)
lnTA	-0.4581* (1.3223)	lnTA×lnW1	0.0166 (0.0229)
(1/2)lnTA×lnTA	0.1099*** (0.0213)	lnTA×lnW2	-0.0166 (0.0229)
lnW1	0.0383 (0.2602)	TREND	-0.0261 (0.0492)
lnW2	0.9617*** (0.2602)	(1/2)TREND×TREND	0.0114*** (0.0026)
(1/2)lnW1×lnW1	-0.0299 (0.0333)	TREND×lnTA	-0.0097** (0.0044)
(1/2)lnW2×LNW2	0.2068*** (0.0212)	TREND×lnW1	-0.0183*** (0.0056)
lnW1×LNW2	-0.0884*** (0.0218)	TREND×lnW2	0.0183*** (0.0056)
R ²	0.9280		
Adj. R ²	0.9222		

Note: ***, **, and * represent significance levels of 0.01, 0.05, and 0.1, respectively.

Figures 1 and 2 are the annual average trends of marginal cost (MC) and market competitiveness (represented by the LI), respectively. The MC presents a downward trend and the LI exhibits a fluctuating trend. The average marginal cost of the life insurance industry has been decreasing over the years. The periodic rise and fall of the LI reflect the intense market competition, but the overall average competitiveness remains above 0.8. According to the information report of life insurance in Taiwan, the total premium income growth ratio of Taiwanese life insurance industry was 15.27% in 2010, setting a new historic peak. Among the premium income in 2018, single premiums accounted for 65.33% of the overall initial annual premiums and had an increase in 13.40%. In addition, the growth rate of variable life insurance reached 107.04%. Therefore, it had a relatively high output price in 2010 and 2018.

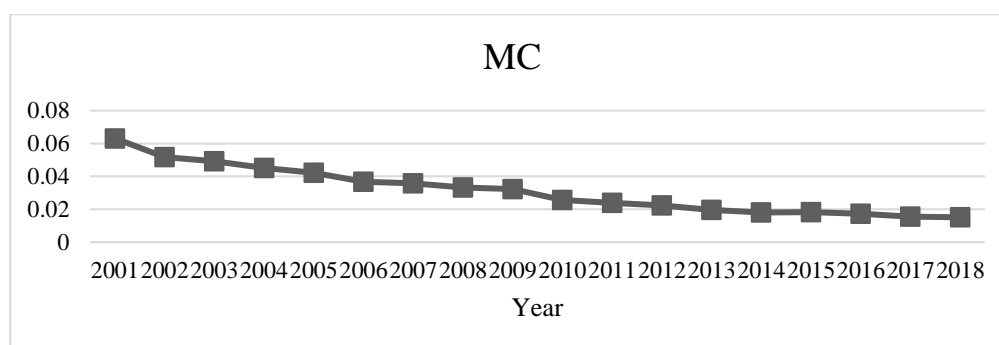


Figure 1. Marginal cost (MC) annual average chart.

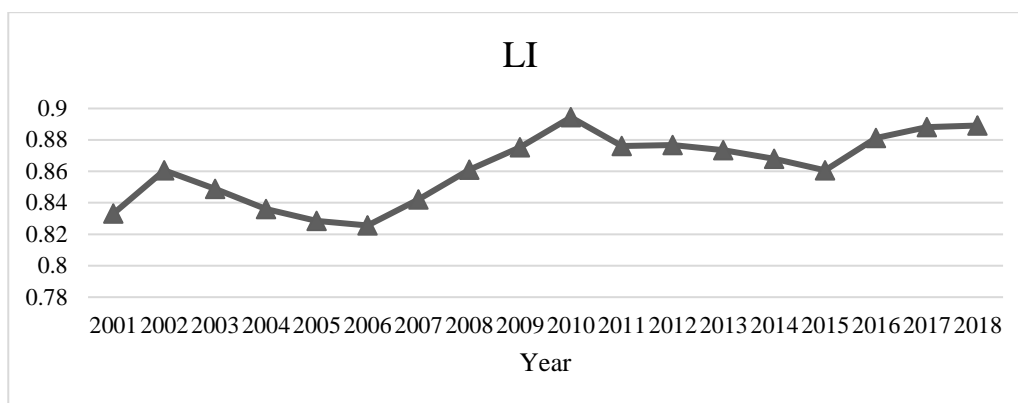


Figure 2. Market competitiveness (Lerner index; LI) annual average chart.

Table 3 presents the results of an analysis of variance on market competitiveness. The Lerner Index (LI) varies from 0 to 1 and reflects the strength of monopoly power in the market by measuring the degree of deviation between price and marginal cost. The larger the Lerner Index is stronger monopolistic power in the market; conversely, the higher the degree of competition. Chen et al., [27] found the characteristics of Taiwanese life insurance market are significant amount of insurers, heterogeneous but slightly different insurance products, imperfect information, and easy entry into market, indicating that the life insurance market is a monopolistic competitive market.

Table 3. Analysis of variance for RDP and market competitiveness.

Company types	Mean of LI	Standard deviation	F-value	Scheffe Post Hoc Test
SOLIs(<i>n</i> =28)	0.9699	0.0153	28.089***	$\mu_{SOLI} > \mu_{FHLI} = \mu_{NFHLI} > \mu_{FLI}$
FHLIs(<i>n</i> =132)	0.8976	0.0616		
NFHLIs(<i>n</i> =144)	0.8318	0.0358		
FLIs(<i>n</i> =42)	0.8159	0.1325		

Note: *** represents a significance level of 0.01.

5. Conclusion

This study explored the market competitiveness during 2001-2018 in Taiwanese life insurance industry. The results demonstrated that state-owned life insurers are market followers that adopt a strategy of talent recruitment. Financial holding life insurers are the market leader in the life insurance market. FHLIs outperform other types of life insurers continue to focus on improving operational efficiency and productivity to reduce marginal costs and enhance competitiveness. Because of a lack of resources, non-financial holding life insurers must strive to win the favor of consumers through innovation and must focus on the development of insurance products that are superior to those of market leaders. At the same time, NFHLIs possess the capability to meet consumer demand and optimize consumer relations in order to look for breakthrough opportunities and increase their differentiation. In addition, they must simplify existing systems to improve efficiency and create growth momentum. The positioning of foreign life insurers in Taiwan are market niches that focus on market segmentation. Such insurers adopt product innovation and horizontal alliances strategies. Compared with other domestic life insurers, the parent companies of foreign life insurers are rich in scale and experience in global operations, escaping the myth of being obsessed with market share. Their market-following strategy lies in avoidance of developing uncertain costs of effectiveness, the steady replication of successful

market experience, and a focus on bank agency, telemarketing, and television shopping channels to market insurance products. In terms of business strategy, foreign insurers establish a strategic alliance partnership with the bank brokerage channel and develop specific insurance products according to the characteristics of individual channels.

Under the requirements of the International Financial Reporting Standards (IFRS 17) and domestic authorities, the life insurance industry in Taiwan is bound to actively respond to and develop a transformation strategy. The financial structure of life insurers will become more comprehensive and the focus will return to the essence of insurance. In the future, insurers may be oriented by hazard prevention to establish a risk management mechanism. Moreover, business growth, risk, and rewards in accordance with the strategies and goals should be considered to improve underwriting operations and strengthen customer relationship management. Therefore, life insurers should work to resolve the problem of severe product homogeneity, focus on product R&D to meet consumer demand, and clarify their market position according to their own characteristics. In addition, Taiwanese life insurers can adopt prudent strategies to continuously focus on operational efficiency improvement, enhance productivity, rely on emerging technology and talent transformation, continue growth momentum, and reduce costs to enhance competitiveness.

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Analysis of Trade Creation and Trade Diversion Effects: Gravity Study of ASEAN-Plus Free Trade Agreements

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Abstract

This paper aims to estimate the impacts of free trade agreements (FTAs) on total exports with emphasis on the trade creation and diversion effects of ASEAN-plus FTAs including ASEAN-China FTA (ACFTA), ASEAN-Japan Comprehensive Economic Partnership (AJCEP), ASEAN-India FTA (AIFTA), ASEAN-Korea FTA (AKFTA) and ASEAN-Australia-New Zealand FTA (AANZFTA) in gravity model. Gravity model is estimated by three-way fixed effects model that OLS and Poisson Pseudo-Maximum Likelihood (PPML) method with various fixed effects. Main contribution of this paper to estimate all ASEAN-plus FTAs and corrected the problem of zero-value trade and heteroscedasticity that previous papers not. The analysis show that a pure trade creation effect of ACFTA in the time & pair fixed model and time fixed model. A pure trade contraction effect of AJCEP in the time & pair fixed model. A trade contraction effect of AANZFTA was discovered in PPML time fixed model.

Keywords: Gravity model, ASEAN, Free trade agreement, Trade creation and diversion effects

1. Introduction

According to WTO data, there has been an obvious upward trend for the regional economic integration since 1990. In 2017, 292 cumulative number of RTAs and 471 cumulative notifications of RTAs were in force. Among the regional integrations, the free trade agreement (FTA) is particularly focused since trade liberalization of goods and services in an area due to the tariff and non-tariff barriers mutually eliminated as well as most market access restrictions removed, partners will benefits from FTA in the long term as argued by Wong & Chan [1]. It is important to analyze the impacts or implications on trade as regional trade liberalization becoming more prominent. A widely used method to analyze the trade effects of free trade agreements is the gravity model that introduced by Tinbergen [2] and Pöyhönen [3], and trade creation and diversion effects were first introduced by Viner [4]. Viner argued that the customs union not only promotes the free trade between trading partners in one agreement but also hinders free trade between members. Relative results between the trade creation effect and trade diversion effect determine to what extent trading partners will gain from the trade agreements due to the fact that coexistence of the trade creation and trade diversion leads an ambiguous social welfare.

ASEAN have a total population of nearly 650 million, and nearly 3 trillion dollars GDP in 2018. Since the establishment of the Association of Southeast Asian Nations (ASEAN), ASEAN's economic strength and international influence has been continuously strengthened. ASEAN has made steady progress in promoting regional integration and outstanding contributions in enhancing Asian trade and economic cooperation. Affected by the Asian financial crisis, ASEAN accelerated the pace of regional economic integration in the early 21st century: sequentially signed ACFTA, AKFTA, AJCEP, AANZFTA and AIFTA. At the end of 2015, ASEAN announced the completion of the community and released the "ASEAN Economic Community 2025 Blueprint". And Regional Comprehensive Economic Partnership (RCEP) signed in 2020 the biggest FTA ever between ASEAN-10 and China, Japan, Korea, Australia and New Zealand. ASEAN economic integration is gradually becoming mature and the focus

of research. Therefore, this paper estimates the impacts of FTA on aggregate exports with emphasis on ASEAN-plus FTAs. The main contribution of this paper is intended to cover all ASEAN-plus FTAs that most previous papers not, and estimate with three-way fixed model that helps to correct the problem of zeros and heteroscedasticity that Taguchi & Lee [5] not covered. The rest of this paper is organized as following. Section 2 provides a brief review of previous literatures. Section 3 shows the analytical framework and data sources describe in the section 4. Section 5 discusses the main results of regression, and the final section provides the conclusion.

2. Literature reviews

Some authors already have studied the trade effects of some ASEAN-plus FTAs. Wong & Chan [1] suggested that the trade prospects between China and ASEAN are expected to be glorious if the two sides can move forward in economic and trade cooperation. Sun & Reed [6] applied the three-way fixed effects model and found that ACFTA have generated large increases in agricultural trade among the members. Yang & Martinez-Zarzoso [7] applied the fixed effect model to examine the impact of the ACFTA on exports by using aggregated and disaggregated export data for agricultural, manufactured goods and within manufactures for chemical products, machinery and transport equipment. The results indicate that ACFTA leads to a significant trade creation effect of ACFTA. Aprilia et al. [8] used the gravity model to analyze the impact of the AJCEP on total Indonesian exports and discovered that there is a trade creation in AJCEP member countries and non AJCEP members. AIFTA has stronger trade creation effect than trade diversion effect under the time & country fixed effect model was found in the study of Jagdambe & Kannan [9]. Khurana & Nauriyal [10] provided an ex-post analysis of the AIFTA by OLS and PPML, the results in their study lead to a pure TD following AIFTA implementation that the AIFTA has reduced the exports between members. Taguchi & Lee [5] analyzed ASEAN-plus FTAs in OLS fixed effects model and stated that the higher trade creation effect of ACFTA may from the wider gap between the general tariff rate and the preferential tariff rate for ASEAN in China. Previous papers concentrated on signal FTA with ASEAN like ACFTA mostly, only few studies about the trade effects of all ASEAN-plus FTAs. Hence, this paper is intended to analyze the trade effects of ASEAN-plus FTAs on aggregate exports by three-way fixed effects model in PPML method to correct the problem of zero-value trade and heteroscedasticity.

3. Analytical framework

Gravity model has a solid explanatory power on the factors affecting the bilateral trade flows and achieved success in many applications. And the gravity model has very strong theoretical foundations covering Armington-CES, Monopolistic Competition enriched by Anderson [11], Bergstrand [12] and Anderson & Van Wincoop [13], Heckscher-Ohlin enriched by, Bergstrand [14] and Dearnorff [15]. Heterogeneous firm by Helpman et al. [16]. Ricardian structure with intermediate goods by Eaton & Kortum [17]. Based on the abundant theoretical foundations, gravity model has been widely used to evaluate the implications of factors affecting the bilateral trade flows due to the varying objectives of interest. Gravity model, namely, derived from the Newton's Law of Universal Gravitation, it can explain the relevance of geographical factors and bilateral trade, the bilateral trade is directly correlated to the economic size of each other and negatively correlate to the geographical distance. The basic equation of gravity:

$$TF_{ij} = \alpha Y_i^{\beta_1} Y_j^{\beta_2} Dist_{ij}^{\beta_3} \quad (1)$$

Standard augmented gravity form:

$$X_{ijt} = \alpha GDP_{it}^{\beta_1} GDP_{jt}^{\beta_2} Dist_{ij}^{\beta_3} E_{ijt}^{\beta_4} \mu_{ijt} \quad (2)$$

Expanded augmented gravity form:

$$\ln X_{ijt} = \alpha + \beta_1 \ln GDP_{it} + \beta_2 \ln GDP_{jt} + \beta_3 \ln Dist_{ij} + \beta_4 \ln Pop_{it} + \beta_5 \ln Pop_{jt} + \beta_6 Lang_{ij} + \beta_7 Bor_{ij} + \rho_1 \sum FTA_{ij_{ijt}} + \rho_2 \sum FTA_{j_{ijt}} + \mu_{ijt} \quad (3)$$

Where the X refers to the export flows from economy i to economy j, GDP_i and GDP_j denotes GDP of economy i and j respectively. GDP_i and GDP_j expected to be positive since GDP also represents the economy size, which leading higher domestic demands of consumption and the ability to trade. Pop refers to the population respectively but expected ambiguous since the population cause domestic demands and exports wills simultaneously. $Dist_{ij}$ refers to the geographical distance between the two economies and it should be negative since larger distance must lead bigger transportation costs. Lang dummy $Lang_{ij}$ refers to the common language, it equals 1 when two economies sharing same official language and 0 otherwise, expected to be positive as sharing language can reduce the communication cost, Bor_{ij} is the common border dummy also expected to be positive, it equals 1 when sharing border, 0 otherwise. The FTA_{ij} and FTA_j are the dummy variables that measure the specific trade effects in FTAs. FTA_{ij} takes a value of 1 when the economy i and j in the same agreement, 0 otherwise. FTA_{ij} is supposed to be positive as it used to capture the trade creation effect. FTA_j equals 1 when only one economy in the agreement, 0 otherwise. FTA_j expected to be negative since the FTA_j represents the trade diversion effect. μ_{ijt} is the error term.

For the model regression, the equation (3) will be estimated by pooled OLS and OLS with fixed effect. Results of Hausman test show that fixed effect model is preferred to the random effects model. Hence, the following model all estimated by fixed effects model. Since the zero-value trades included in this paper, zeros will be dropped when running the OLS due to the X in logarithm must bigger than 0, which may cause loss of informative observations if the zeros were not randomly distribution since the zeros mainly concentrated in developing economies. Poisson Pseudo-Maximum Likelihood (PPML) method will be introduced in this paper to deal with the zeros as Silva & Tenreyro [18] proposed and in the study of Sun & Reed [6], they applied Ramsey test and proposed the PPML with fixed effects is preferred to OLS when dealing with the zero-trade issues. Hence, the final equation will be estimated by PPML following Sun & Reed [6] and Jagdambe & Kannan [9] as showed in equation (4).

$$X_{ijt} = \exp[\alpha + \beta_1 \ln Y_{it} + \beta_2 \ln Y_{jt} + \beta_3 \ln Dist_{ij} + \beta_4 \ln Pop_{it} + \beta_5 \ln Pop_{jt} + \beta_6 Lang_{ij} + \beta_7 Bor_{ij} + \rho_1 \sum FTA_{ij_{ijt}} + \rho_2 \sum FTA_{j_{ijt}} + \mu_{ijt}] \quad (4)$$

To control the individual effect of time and economies, three-way fixed effects model applied in the model specifications:

- [1] Equation (3) and (4) estimate with time fixed effect only.
- [2] Equation (3) and (4) estimate with time & individual fixed effects.
- [3] Equation (3) and (4) estimate with time & pair fixed effects.

The time fixed effects (φ_t) capture the yearly shocks that could affect trade flows. The exporter and importer individual fixed dummies (φ_i and φ_j) used to control for the economy-specific characteristics such as infrastructure, trade facilitation measures and so on. Pair fixed effect (φ_{ij}) used to control for endogeneity resulting from unobserved heterogeneity between the trading pairs, all the unobserved dyad factors that do not vary with time such as distance, common border or language will be dropped in the pair fixed effects model.

4. Data sources

The scope of this paper will be collected from 2000 to 2017, 18 years annual exports data of 26

economies at aggregated level, including China, ASEAN-10 (Singapore, Thailand, Myanmar, Cambodia, Malaysia, Indonesia, Laos, Vietnam, Philippines, Brunei), Korea, India, Australia, New Zealand, Japan, Pakistan, Hong Kong, Taiwan, US, Canada, Germany, UK, Italy, Russia and Netherlands to cover main FTA members and other major non-FTA members. Hence, 11700 observations [26*25*18] in this paper. GDP (in nominal USD) and population taken from the IMF and World Bank. Distance, common language and common border dummy variables can be found at CEPII database. Annual export data from the IMF.

5. Main results and discussions

Estimation results of pooled OLS (benchmark) and time & pair fixed model are presented in the table 1 and the other 2 models in the table 2. Lowercase letters at the top of each table refers to the various fixed effects (t refers to time fixed, ij refers to pair fixed, i and j represents individual fixed). Since the results are varying widely between OLS and PPML, I apply heteroskedasticity-robust Regression Equation Specification Error Test (RESET) for OLS and PPML model, relative RESET p-values reported in the last line of each table ($P > F/P > \chi^2$). The RESET in this paper indicated that the OLS specifications are inappropriate since the RESET rejects the hypothesis that the test variable is zero for all OLS specifications in this model and the RESET result of PPML specifications passed 1% for the other two fixed effects model (in table 2) that revealed the PPML specifications are more reliable than the OLS under the time & individual fixed effects model.

For the results in table 1 and 2. GDP, Lang and Bor were positive as expected. The statistically significant negative population can be explained as domestic demand exceeds export demand that larger populations imply larger domestic markets leading a more diversified outputs, and less dependence on international specialization as Yang & Martinez-Zarzoso [7] suggested. The distance was significantly negative as expected. For the assessment of FTA dummies, the positive ACFTA_ij in PPML (ij, t) of table 1 represents the ACFTA has caused an intra-bloc trade creation effect and increases the welfare of China and ASEAN. The average treatment effect is 30.73% [$\exp(0.268)-1$] higher than expected from normal levels of trade. The positive ACFTA_j refers to the positive trade diversion that welfare increases also for the non-ACFTA members. Hence, a pure trade creation effect of ACFTA and the net trade effect of ACFTA is 52.04% [$\exp(0.419)-1$]. For the AJCEP, negative FTA dummies shows a pure trade contraction effect of AJCEP that welfare loss of both intra- and extra-bloc. As the RESET results show the PPML with time & pair fixed effects model has shown no advantage compared to the same specification in OLS. The specifications in table 2 are more trustworthy. The regression results of the gravity model estimated with time only and time & individual fixed effects model presented in table 2. The coefficients of ACFTA dummies in the second column are statistically significant positive that indicates a pure trade creation effect of ACFTA that with a net trade effect of 1078.7% [$\exp(2.467)-1$] higher than the expected level. A pure trade creation effect of ACFTA However, the result of time & individual fixed effects model only detected a positive trade diversion effect. The coefficient of AJCEP_j was negative and significant at 1% level in the time & individual fixed model, which indicating trade diversion effect on exports with a diversion effect of -21.26% [$\exp(-0.239)-1$]. The coefficient of AANZFTA_j was negative and significant at 1% level that representing a trade contraction effect of AANZFTA with -47.06% [$\exp(-0.636)-1$] that a welfare loss for the ASEAN, Australia and New Zealand. For the AIFTA, a pure trade contraction effect was captured but only significant at 10% in the PPML time fixed effect model and positive AKFTA_ij only significant at 5% level. Overall, a pure trade creation effect of ACFTA in the time & pair fixed model and time fixed model that trade effect same as previous papers about ACFTA. A pure trade contraction effect of AJCEP in the time & pair fixed model different to the result of Aprilia et al. [8]. A trade contraction effect of AANZFTA

was found in PPML time fixed model.

Though papers analyzed the trade creation and diversion effects of an FTA, FTA utilization is still one of the most challenge that many countries or areas facing. According to the 2015 global trade management survey, just 30 percent of respondents said their companies were fully utilizing free trade agreements available to them (70 percent companies not fully utilizing FTAs). The survey argues the challenges that get in the way of full FTA utilization are complexity of rules of origin, challenges in gathering the required documentation. According to the survey, FTA utilization of Asia just at 21 percent lower than the Latin America which at 37 percent.²

Table 1 Results of gravity model (time & pair fixed effects model)

	Pooled OLS	OLS (ij, t)	PPML (ij, t)
lnGDP_i	1.081*** (0.0104)	0.647*** (0.0792)	0.615*** (0.0343)
lnGDP_j	1.053*** (0.0103)	0.786*** (0.0630)	0.556*** (0.0585)
lnPop_i	-0.115*** (0.0117)	-0.744* (0.392)	-1.464*** (0.313)
lnPop_j	-0.147*** (0.0118)	-0.750* (0.408)	-0.948*** (0.313)
lnDist_ij	-1.190*** (0.0229)		
Lang_ij	0.757*** (0.0424)		
Bor_ij	0.426*** (0.0696)		
ACFTA_ij	0.291*** (0.0756)	0.00326 (0.0823)	0.268*** (0.0691)
ACFTA_j	0.176*** (0.0453)	0.00265 (0.0461)	0.151*** (0.0457)
AJCEP_ij	-0.408*** (0.0950)	-0.168** (0.0784)	-0.218*** (0.0472)
AJCEP_j	-0.376*** (0.0582)	-0.0719* (0.0395)	-0.137*** (0.0395)
AKFTA_ij	0.738*** (0.142)	0.0486 (0.155)	0.0679 (0.0981)
AKFTA_j	0.366*** (0.0927)	0.0545 (0.0459)	-0.0180 (0.0405)
AIFTA_ij	-1.024*** (0.142)	0.517*** (0.193)	0.154* (0.0876)
AIFTA_j	-0.521*** (0.0925)	0.176*** (0.0505)	0.105* (0.0614)
	Pooled OLS	OLS (ij, t)	PPML (ij, t)
AANZFTA_ij	0.0583 (0.114)	-0.360*** (0.111)	-0.163** (0.0822)
AANZFTA_j	-0.0790 (0.0760)	-0.0709 (0.0462)	0.0442 (0.0689)
_cons	-15.79***	-2.337	12.78***

² 2015 global trade management survey by Thomson Reuters and KPMG International

	(0.266)	(5.601)	(4.547)
N	11585	11585	11700
R2	0.730	0.966	0.987
R2 adjusted	0.729	0.964	
F-statistic	143.27	92.11	
P>F/P>chi2	0.000	0.000	0.0002

Note: Huber-White's robust standard errors in parentheses. * $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$

Table 2 Results of gravity model (time & economy individual-specific fixed effects model)

	OLS (t)	PPML (t)	OLS (t, i, j)	PPML (t, i, j)
lnGDP_i	1.227*** (0.0424)	0.709*** (0.0397)	0.592*** (0.0813)	0.618*** (0.0358)
lnGDP_j	1.198*** (0.0426)	0.801*** (0.0654)	0.775*** (0.0621)	0.563*** (0.0637)
lnPop_i	-0.183*** (0.0517)	-0.167*** (0.0494)	-0.419 (0.421)	-1.410*** (0.351)
lnPop_j	-0.214*** (0.0453)	-0.236*** (0.0518)	-0.744* (0.399)	-0.873** (0.369)
lnDist_ij	-1.277*** (0.0852)	-0.594*** (0.0534)	-0.841*** (0.0576)	-0.692*** (0.0336)
Lang_ij	0.756*** (0.124)	0.437*** (0.128)	0.220* (0.113)	0.234** (0.104)
Bor_ij	0.436 (0.282)	0.571*** (0.194)	0.941*** (0.217)	0.554*** (0.127)
ACFTA_ij	0.967*** (0.185)	1.417*** (0.162)	-0.0146 (0.0839)	0.0943 (0.0884)
ACFTA_j	0.684*** (0.115)	1.050*** (0.151)	0.0340 (0.0738)	0.198*** (0.0411)
AJCEP_ij	-0.346** (0.174)	0.0168 (0.161)	-0.118 (0.0775)	-0.0182 (0.0829)
AJCEP_j	-0.251** (0.108)	-0.136 (0.135)	-0.186** (0.0765)	-0.239*** (0.0508)
AKFTA_ij	0.569** (0.253)	0.457** (0.233)	0.0508 (0.152)	0.234 (0.176)
AKFTA_j	0.299** (0.132)	0.0718 (0.140)	0.0118 (0.109)	-0.0638 (0.0639)
AIFTA_ij	-0.777*** (0.282)	-0.431* (0.250)	0.438** (0.185)	0.0505 (0.199)
AIFTA_j	-0.374** (0.171)	-0.307* (0.180)	0.230* (0.119)	0.0585 (0.0780)
AANZFTA_ij	0.586** (0.247)	-0.636*** (0.223)	-0.361*** (0.110)	-0.216 (0.178)
AANZFTA_j	0.434*** (0.143)	-0.185 (0.155)	-0.138 (0.0932)	0.0909 (0.0839)
_cons	-20.66*** (1.159)	-6.388*** (1.715)	8.975 (7.910)	27.31*** (7.255)
N	11585	11700	11585	11700
R ²	0.751	0.735	0.874	0.919
R ² adjusted	0.750		0.873	

<i>F</i> -statistic	110.14		130.34	
<i>P</i> > <i>F</i> / <i>P</i> > <i>chi</i> ²	0.000	0.0184	0.000	0.7226

Note: Huber-White's robust standard errors in parentheses, * $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$

6. Conclusion

To analyze the impact of FTAs on total exports, gravity model with a three-way model introduced in this paper. Five major ASEAN-plus FTAs (ACFTA, AJCEP, AIFTA, AKFTA and AANZFTA) included, PPML method applied helps to correct the problem of zero-value trade and heteroscedasticity. Heteroscedasticity robust RESET test applied since results of OLS and PPML varying widely and all OLS specifications were failed to pass, while the more interesting thing is only PPML with time fixed and time & individual fixed model passed the RESET that implies models under two-way fixed effects model are specified appropriately in this paper. The analysis show that a pure trade creation effect of ACFTA in the time & pair fixed model and time fixed model. A pure trade contraction effect of AJCEP in the time & pair fixed model. A trade contraction effect of AANZFTA was found in PPML time fixed model. However, the net trade creation effect of ACFTA is much larger than the negative effects of AJCEP and AANZFTA. For the policy implication, since the RCEP signed by the end of 2020 also covering all ASEAN-plus FTAs members excludes India and the trade effect captured here, we have confidence that RCEP may help to balance the trade effects among members and make higher trade creation effect if to promote the FTA utilization by providing latest information of FTA or local trade policy to exporting companies and reducing the cost of gathering required documentation (FTA certificates of origin). For the further research, since the annual trade data were used in this paper, disaggregated analysis with various model could be the next work to analyze the certain effect of ASEAN-plus FTAs on certain industry as some previous papers already did in their papers to capture the impact of FTA on agriculture products or others.

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The Effect of after Sales Service Quality on Customer Satisfaction, and Repurchases Intention: A Case Study of Automobile Service Agent in India

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Abstract

The purpose of this study is to explore service quality of after-sale service in automobile industry and its effect on customer satisfaction and repurchase intention. The AutoSERVQUAL has been used as a measurement tool through which the data were collected in five dimensions which are reliability, assurance, tangible, empathy, and responsiveness. 384 questionnaires were collected online from the customers of an automobile dealer in the India. This study revealed that reliability, assurance, empathy, and responsiveness are the key sources of customer satisfaction and repurchase intention while tangibility is not significant to the model. The study suggested that customers might spend less time on tangible facilities for after-sales auto-services, therefore, they are less focus on tangible facilities. Hence, the improvement of tangible facilities might not directly improve customer satisfaction and repurchase intention. Most dimensions of service quality of the automobile dealer in India were rated relatively high. Furthermore, the effect of service quality on repurchase intention is stronger than on customer satisfaction. This suggested that high service quality induce customer to revisit the dealer and use the services while not only satisfy with the perceive service quality. Hence, high service quality would extend customer loyalty toward the service.

Keywords: Service Quality, AutoSERVQUAL, Customer Satisfaction, Repurchases Intention.

1. Introduction

According to Nauhria et al. [1], Indian automobile industry has been growing. Indian automobile market has the potential to grow more than 6 million units annually by 2020 and generate revenues of the order \$150-\$200 billion in the next 2 decades. The automobile industry plays a pivotal role in the Indian economy. Miglani [2] discovered that the automobile industry is becoming successful because of good product quality and service which fulfills customer expectations.

Service quality is a very important factor not only automobile industry but also in other industries because service quality leads to customer satisfaction. Measuring and evaluating the quality of service provided by the company while identifying the problem allow the company to plan to solve the problem and improve organization performance. Service quality has two dimensions which is technical and functional quality. Technical quality might consider the effectiveness of car repair while functional quality might include the care and manner of personnel involved in processes of service delivery [3].

According to Jahanshahi et al. [4], satisfaction directly affects positive behavioral intentions. Customer satisfaction influences customer loyalty but customer Satisfaction and loyalty are not surrogates for each other. It is possible for a customer to be loyal without being satisfied. It happened when there are few other choices, and sometimes satisfied customers not loyal because there are many alternatives that are available. Bowen and Chen [5] asserted that when customer satisfaction increased, repurchase intention will be increased. In contrast, when

customer satisfaction decreased, repurchase intention will be decreased. Hence, satisfied customers prone to make more purchase. Therefore, customer satisfaction is the result of a customer's perception of the value received and its effect on repurchase intention.

Repurchase intention is an individual judgment of customer. When perceived product performance fulfill customer expectation, customer would feel satisfied and want to purchase the product again from a certain organization [6].

Limited researches have applied AutoSERVQUAL in the analysis while examine the effect of each dimensions of AutoSERVQUAL on customer satisfaction and repurchase intention. Hence, this research explores the effect of service quality on customer satisfaction and repurchase intention of the selected automobile company in India. This study also indicates the level of service quality, customer satisfaction, and repurchase intention of the company. This study applied AutoSERVQUAL, the measurement of SERVQUAL in automobile industry to investigate the role of service quality.

This study contributes to extend SERVQUAL concept in automobile service. The current study provides empirical evidence of the effect of service quality on customer satisfaction and repurchase intention of the selected automobile company in India. Therefore, this research identifies the way of increasing customer satisfaction and repurchase intention through service quality. This research will help the automobile industry to understand why the customer is getting dissatisfaction as well as the approaches to motivate customers to repurchases the service.

2. Literature Reviews

2.1 Service quality

Parasuraman et al. [7] introduced SERVQUAL, a service quality model to measure the scale of difference between what consumers expectation and their perceptions. According to Dehghan [8], in 1985 Parasuraman, Zeithamal and Berry identifies ten dimensions regarding service quality which are tangibles, reliability, responsiveness, competence, courtesy, credibility, security, access, communication, and understanding the customer. Later, in 1988, these ten dimensions were further purified and developed into five dimensions i.e., reliability, assurance, tangible, empathy, responsiveness. It is called SERVQUAL. SERVQUAL model is very important for service quality in the automobile industry. AutoSERVQUAL scale was introduced to measure the service quality in automobile after-sales services, AutoSERVQUAL has five dimensions which are similar to the original SERVQUAL scale. However, SERVQUAL scale has 22 items while AutoSERVQUAL has 28 items [9].

2.2 Customer satisfaction

According to Huang [10], disconfirmation of expectation paradigm is a process to explain customer satisfaction and dissatisfaction. First, buyers have a prior expectation. Second, consumption reveals perceive the performance level of the product which is influence by expectations. Third perceived performance may either confirm or disconfirm repurchase expectation. More specifically, customer expectations are confirmed when performance and expectation are matched. Negatively disconfirmed occur when performance is less than the expectation that means performance fails to match expectations. Positively disconfirmed occur when performance is more than the expectation that means performance exceeds expectations.

2.3 Repurchase Intention

Repurchase intention make a long-term relationship between organization and customers, thus

enhance a profit to the organization. Therefore, when customers satisfy with the product, they form a positive relationship between customer and organization, consequently, the customer wants to repurchase the product from a particular organization. According to Miniard and Cohen [11], Fishbein introduced the model for the prediction and explanation of specific behaviors. This model has two major factors which are a personal or attitudinal and social or normative factors, which influences in attempting to explain the formation of behavioral intention. Thus, this would explain how antecedents enhance repurchase intention of automobile service.

2.4 Hypotheses development

After-sales service quality and customer satisfaction are highly related. After-sales Service quality is an important antecedent of customer satisfaction. According to Izogo and Ogba [12], the customer will be satisfied with the service if the customer received the expected service. Therefore, this study proposed.

H1: Service quality has positive impact on customer satisfaction.

According to Samir Roushdy and Ali [13], the study showed that repurchase intention is positively related to customer satisfaction. Prior experience is one kind of judgment of repurchase intention and repurchase intention depends on prior experience and prior satisfaction. Therefore, this study proposed.

H2: Customer satisfaction has positive impact on repurchase intension.

According to Wilson et al. [14], service quality plays a significant role in repurchase intention. When service provider meets customer expectation then the customer feels satisfied and want to purchase a product from certain service providers, similarly, when organization's performance is not matched with customer expectation, as a result, customer switch the service. Therefore, this study proposed.

H3: Service quality has positive impact on repurchase intension.

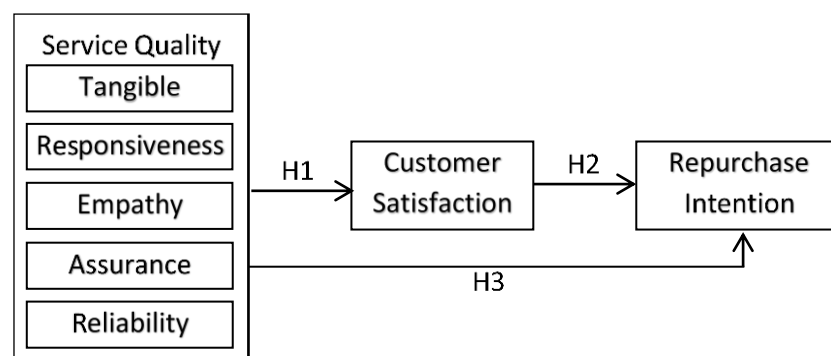


Figure 1: Research model

3. Methodology

This study randomly distributed 1,000 online questionnaires to the customers of the selected automobile company. The study collected the data from 384 respondents who are the customer of a selected automobile company in India. According to Cochran (1963) in determining the sample size of unknown population number, the sample size of 384 with 95% level of precision should be adequate for the analysis. Among the total number of respondents, 58.6% of them are male and 41.4% of respondents are female. Most of respondents (50.5%) are between the ages of 31-45 years. Most of them (55.2%) are the full-time employee and 47.7% of respondents earn INR 50,000-69,999 monthly. Most of respondents (70.8%) have driving experience between 3 to 6 years and 95.3% of respondents have their own vehicle. Most of respondents (60.7%) visit selected automobile service twice a year.

Table 1: Demographic information

	Characteristics	Frequency
Gender	Female	159
	Male	225
Age	18-25 Years Old	14
	26-30 Years Old	148
	31-45 Years Old	194
	45 Years Above	28
Education	Graduate	207
	< Undergraduate	8
	Postgraduate	15
	Undergraduate	154
Income	>= 100,000 rs	2
	30,000 - 49,999 rs	132
	50,000 - 69,999 rs	183
	70,000 - 99,999 rs	29
	< 30,000 rs	38

3.1 Measurement items

The measurement items of five dimensions of AutoSERVQUAL include 28 items adopted from Gencer and Akkucuk [9]. For reliability, the six measurement items are: 1.) “deliver maintenance/repair service of my car at the time promised”; 2.) “dealer accurately keep maintenance and repair records of my car”; 3.) “dealer accurately detect the car engine failure”; 4.) “dealer use only original spare part not second-hand spare part”; 5.) “dealer offer reliable repairing service”, six “dealer securely keep customer personal information”.

For assurance, the five measurement items are: 1.) “dealer staffs are knowledgeable”; 2.) “dealer make customer feel safe in transactions (e.g. payment, advance booking for service)”; 3.) “dealer staffs are very polite”; 4.) “dealer provide informative explanations of service”, 5.) “dealer offer service with reasonable pricing”.

For tangible, the four measurement items are: 1.) “Entry, exit and parking facilities are convenience”; 2.) “dealer take advantage of technology in delivering service”; 3.) “dealer has certificate of quality standards”; 4.) “dealer has visually appealing waiting lounge”.

For Empathy, the five measurement items are: 1.) “dealer give individual attention of customer”; 2.) “deliver high service quality”; 3.) “dealer provide convenient payment options”; 4.) “dealer offer gifts and promotions to the customer”; 5.) “dealer understand the needs of the customers”.

For Responsiveness, the eight measurement items are: 1.) “dealer tell customers exactly the time of service”; 2.) “dealer staffs are willing to help customers”; 3.) “dealer staffs are not too busy to respond to customers”; 4.) “dealer staffs have the competencies to perform service for customers”; 5.) “dealer provided adequate transportation service (e.g. pickup, drop up, and free rental car)”; 6.) “dealer has qualified labor force”; 7.) “dealer provided equal treatment among different customers”; 8.) “dealer provided attentive service to customer”.

For customer satisfaction, the four measurement items were adopted from Pizam and Ellis [15] The items are “I am satisfied on performance of quality and management system”, “I get the facility and service, which are Hours of operation, Employee appearance, and the helpful attitude of employees”, “I am satisfied with the service experience”.

For repurchase intention, the six measurement items were adopted from Dhanabalan et al. [16]. They include, “The service provider delivery within the time”, “the service provider service our car as soon as possible and along with low price”, “the dealership gives me pick up and drop service”, “the dealership is reliable for me because when I need help they give me responded quickly”, “I would like to purchase the car from certain company”.

3.2 Validity and reliability test

This study found that all domain variables have convergent validity and reliability. The loading value of all variables are above 0.5 which confirms convergent validity as Fornell and Larcker [17] suggested. As shown in table 2, the loadings of reliability (>0.643), assurance (>0.677), tangible (>0.714), empathy (>0.627), responsiveness (>0.654), and customer satisfaction (>0.524) are above 0.5 except, one item of repurchase intention that has loadings of 0.405, nonetheless, this item should be kept in the model for theoretical contribution. In addition, the composite reliability (CR) and Cronbach’s alpha have the value exceeded 0.7 reflecting reliability of measurement item as Shrestha [18] suggested. The value of CR of reliability (0.876), assurance (0.855), tangible (0.837), empathy (0.825) responsiveness (0.932), customer satisfaction (0.718), and repurchases intention (0.705) are above 0.7. Consequently, measurement items of all dimensions of service quality, customer satisfaction and Repurchases intentions have validity and reliability.

Table 2: Validity and reliability test

	Loadings	Cronbach's Alpha	Composite Reliability	Number of Items
Reliability	0.643 - 0.777	.876	0.876	6
Assurance	0.677 - 0.787	.875	0.855	5
Tangible	0.714 - 0.776	.839	0.837	4
Empathy	0.627 - 0.766	.852	0.825	5
Responsiveness	0.654 - 0.839	.931	0.932	8
Customer satisfaction	0.524 - 0.716	.799	0.718	4
Repurchases intention	0.405 - 0.755	.716	0.705	5

4. Findings

For hypothesis 1, the linear regression model is statistically significant at 95% confidence level as p-value of the model is less than 0.05. A linear regression indicated that service quality could statistically significantly predict customer satisfaction, ($F(5,378) = 75.451, p = 0.000$). Assurance has strongest impact on customer satisfaction ($p = 0.000, \beta = .313$). Followed by reliability ($p = 0.000, \beta = .240$), empathy ($p = 0.000, \beta = .151$), and responsiveness ($p = 0.000, \beta = .162$), respectively. Tangible is not significant ($p = .359, \beta = .069$). Adjusted R-Square of the model is .493. Hence, Service quality accounted for 49.3% of the explained variability in customer satisfaction. The effect size is medium level. Hypothesis 1 is supported.

Table 3: Coefficient of Hypothesis 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.750	.153		4.898	.000
Reliability	.215	.062	.240	3.438	.001
Assurance	.257	.059	.313	4.385	.000
Tangible	.057	.062	.069	.917	.359
Empathy	.057	.151	2.176	.030	.030
1 responsiveness	.104	.024	.162	4.378	.000

a. dependent variable: customer satisfaction

This study also confirmed hypothesis 2, the linear regression model is statistically significant at 95% confidence level as p-value of the model is less than 0.05. A linear regression indicated that Customer satisfaction could statistically significantly predict repurchase intention $F(1,382) = 272.393, p = 0.000$. Customer satisfaction has a positive impact on repurchase intention ($p = 0.000, \beta = .645$). Adjusted R-Square of the model is .415. Hence, Customer satisfaction accounted for 41.5% of the explained variability in repurchase intention. The effect size is medium level. Hypothesis 2 is supported.

Table 4: Coefficient of Hypothesis 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.614	.115		14.085	.000
1 Customer Satisfaction	.541	.033	.645	16.504	.000

a. dependent variable: Repurchase intention

In addition, for hypothesis 3, the linear regression model is statistically significant at 95% confidence level as p-value of the model is less than 0.05. A linear regression indicated that service quality could statistically significantly predict repurchase intention ($F = (5,378) = 80.456, p = 0.000$). Assurance has strongest impact on repurchase intention ($p = 0.000, \beta = .343$). Followed by reliability ($p = 0.000, \beta = .254$), empathy ($p = 0.002, \beta = .211$), and responsiveness ($p = 0.000, \beta = .217$), respectively. Tangible is not significant ($p = .641, \beta = -.035$). Adjusted R-Square of the model is .509. Hence, Service quality accounted for 50.9% of the explained variability in repurchase intention. The effect size is strong level. Hypothesis 3 is supported.

Table 5: Coefficient of Hypothesis 3

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.126	.126		8.916	.000
Reliability	.191	.052	.254	3.712	.000
Assurance	.237	.048	.343	4.893	.000
Tangible	-.024	.051	-.035	-.467	.641
Empathy	.144	.047	.211	3.081	.002
1 responsiveness	.118	.020	.217	5.968	.000

a. dependent variable: Repurchase intention

The result from table 6 suggested that the effect of service quality on repurchase intention is stronger than its effect on customer satisfaction in all dimensions of service quality except for tangible dimension that it is not significant to the model.

Table 6: Effect Comparison

	Customer satisfaction			Repurchase intention		
	Standardized β	Unstandardized β	Sig	Standardized β	Unstandardized β	Sig
Reliability	.240	.215	.001	.254	.191	.000
Assurance	.313	.257	.000	.343	.237	.000
Tangible	.069	.057	.359	-.035	-.024	.641
Empathy	.151	.123	.030	.211	.144	.002
Responsiveness	.162	.104	.000	.217	.118	.000

Table 7: Hypotheses summary

Hypotheses	F	P-Value	R-square	Adjusted R-square	Result
H1: Service Quality \rightarrow Customer Satisfaction	F(5,378)= 75.451	.000	.500	.493	Supported
H2: Customer satisfaction \rightarrow Repurchase intention	F(1,382)= 272.393	.000	.416	.415	Supported
H3: Service quality \rightarrow Repurchase intention	F(5,378)= 80.456	.000	.516	.509	Supported

5. Discussions and Conclusion

This study explores the impact of service quality on customer satisfaction and on repurchase intention as well as the impact of customer satisfaction on repurchase intention. This study confirmed the impact of service quality on customer satisfaction Assurance has strongest impact on customer satisfaction ($p = 0.000$, $\beta = .313$). Followed by reliability ($p = 0.000$, $\beta = .240$), empathy ($p = 0.000$, $\beta = .151$), and responsiveness ($p = 0.000$, $\beta = .162$), respectively. This finding is consistent with Shokouhyar et al. [19] which suggested that after-sales services quality is very important to satisfy the customer through the way of trying to understand their customer's desires and needs. Good customer service during the warranty period is the main customer expectations. In addition, response time, repair time, price-performance ratio, service contract options, availability of spare parts, and general behavior of technicians as the main important factors for customer satisfaction. Hence, reliability, responsiveness, assurance, and empathy are very significant to improve customer satisfaction.

Furthermore, the current study confirmed the impact of customer satisfaction on repurchases intention ($\beta = .645$). This finding is consistent with Elbeltagi and Agag [20] that found satisfaction and attitude to be major antecedents of customer repurchase intention. In addition, this study confirmed the impact of after sales service quality on repurchases intention. Assurance has strongest impact on repurchase intention ($p = 0.000$, $\beta = .343$). Followed by reliability ($p = 0.000$, $\beta = .254$), empathy ($p = 0.002$, $\beta = .211$), and responsiveness ($p = 0.000$, $\beta = .217$), respectively ($\beta = 1.188$) this finding is consistent with the research result of Tandon et al. [21] service quality significantly related to repurchase intentions. Reliability, responsiveness, assurance, empathy are significant at $p < 0.05$ on repurchase intentions.

However, this study found that tangible is not significantly effect on customer satisfaction and

on repurchase intention. This finding aligns with Panda and Das [22] that study on hospital and asserted that tangibility is not significant to service quality. They also suggested that tools and equipment are not significant to tangibility while physical facilities are still significant to tangibility.

6. Managerial Implication

Reliability, responsiveness, assurance, and empathy are the key factors to satisfy the customer in the automobile industry through which the customer develop the intention to repurchase the services. In addition, since tangible is not significantly impact on customer satisfaction and on repurchase intention, the company should focus on other dimensions of service quality that can improve customer satisfaction since the interaction between staffs of the company and customers greatly contribute to customer satisfaction. The study suggested that customers might spend less time on tangible facilities for after-sales auto-services, therefore, they are less focus on tangible facilities. Hence, the improvement of tangible facilities might not directly improve customer satisfaction and repurchase intention. Nonetheless, the company should ensure that they have standard tools and facilities for staffs to serve the customers. This will help to enhance customer satisfaction and repurchase intention. Increase the after-sales service quality will help the automobile organization to develop the customer satisfaction level and increase in customer satisfaction level increase the repurchase intention of the customer.

The current study also found that the effect of service quality on repurchase intention is stronger than on customer satisfaction. This suggested that high service quality induce customer to revisit the dealer and use the services while not only satisfy with the perceived service quality. Hence, high service quality would extend customer loyalty toward the service of the company. In addition, the company should focus on keeping securely customer personal information. They have to recruit staff who are knowledgeable. Moreover, the automobile dealer should give individual attention of the customer, especially, and automobile dealer provided adequate transportation service (e.g., pickup, drop up, and free rental car)", and Entry, exit and parking facilities, visually appealing waiting lounge.

7. Limitation and Recommendations for Future Research

The current research focus on the after-sales service quality in the automobile of India. The future research might include other factors relating to customer relationship with the brand such as brand commitment. Further research could also explore after-sales service quality in the context of service recovery.

8. Acknowledgment

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The US-China Trade War

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Abstract

China - U.S.A. trade war refers to the economic conflict that is currently happening between the United States and China. In 2018, former American president, Donald J. Trump began to react towards China's rapid economic growth. Apart from setting tariffs, Trump was also quick to announce China with other trade barriers. The U.S., under Trump, believed China had begun to engage not only in intellectual property theft but also in "unfair trade practices." Thus, the U.S. argued that it would be imperative if China were forced to leave its trade policies in favor of the economic proposals that the U.S. government believed would be the appropriate ones. China, on the other hand, believed the U.S. deserved to establish an open trade policy. For instance, China noted that the U.S. had to support the transfer of American technology to China. Since the U.S. prioritized protecting its economy, China was forced to accuse Trump's administration of the process. The tension between China and the U.S. will continue to persist because Joe Biden, the current U.S. president, is not keen to introduce solutions that will end China – U.S.A trade war. This paper provides a timeline and conflict of trade war, challenge to global economic and trade war scenario and global trade diversion.

Keywords: China, U.S.A, trade war, trade policy, economic conflict.

1. Introduction

Since the late 1970s, China has begun to introduce better reforms within its economy so that trade could be boosted. The volume of the goods China could produce began to increase thereafter. As a result, China continued to strengthen its trade activities not only with the U.S. but also with other countries. In 2001, China's growth as a trade power started to accelerate when China decided to be part of the World Trade Organization (WTO). Immediately, China and the U.S. began to interact as trading partners. The U.S. created plans to import more goods from the Chinese. However, little was done to ensure the U.S. exported more goods to China. By 2017, the trade relations that the U.S. had signed with China began to deteriorate because of the concerns that the U.S. had over its trade deficit. Statista.com (2019), reports that the U.S. had a trade deficit that amounted to about \$375.6 billion. Sensing that it would be imperative to have the trade deficit that existed between the U.S. and China fixed, the U.S. launched campaigns to stop the sudden rise of China's economy. When Trump assumed power, the best what the U.S. could do was to criticize China. The U.S. argued that China prioritized adverse economic policies. For instance, the U.S. could slam China's inflexible exchange rates and bilateral trade deficits.



Figure 1 US-China Trade War Timeline from July 2019 to August 2020

Source: Peterson Institute for International Economics (2021)

Trump started to “walk the talk” after his election victory. On the day of his election, he declared the United States’ exit from the Trans-Pacific Partnership (T.P.P.), which many saw as an Obama legacy, and vowed to renegotiate the North American Free Trade Agreement (NAFTA) which many saw as a Clinton legacy. He started the trade warnings after a year of harsh rhetoric against China. He was led through the process by four advisers, 18, all of whom had close relations to the U.S. steel industry and all of whom had a history of trade protectionism and, in some cases, China-bashing. Between China’s W.T.O. accession in 2001 and the global financial crisis in 2008, recent globalization reached its pinnacle. Following the recession, China and other major developing economies fueled the world economy, preventing a global depression. However, as the Group of Twenty (G20) cooperates less, sustainable development opportunities

and the future of global economic integration have dimmed [4]

Before the global financial crisis, global spending reached over \$2 trillion. Global sources of foreign direct investment have dropped almost 20% below their pre-crisis high a decade back. In 2017, global merchandise exchange grew at its fastest pace in six years. However, the World Trade Organization (W.T.O.) has cautioned that global trade growth is slowing and that downside threats to the global economy have risen as a result of increasing trade uncertainties and increased economic instability. There has been a drastic drop in global finance as a result of the financial crisis. Meanwhile, global debt has risen steadily since 2014 but has stayed steady in relation to global G.D.P. (at about 169 percent) [8].

2. Challenge to Global Economic Integration

The world's two biggest economies, the United States and China, are reportedly embroiled in a trade war of unparalleled complexity and severity. According to PIIE in 2019, President Trump announce even more medical products from China with 15% tariffs. US imports of these products from the rest of the world moreover grew 23% between 2017 and 2019, while US import growth from China fell to only 13%.



Figure 1 China's average tariff rate is climbing on US goods and falling for the rest of the world
 Source: Peterson Institute for International Economics (2021)

As of mid-May 2019, U.S. President Donald Trump had levied 25% tariffs on nearly \$250 billion in Chinese imports and had begun a regulatory mechanism to extend tariff scope to the remaining \$300 billion in Chinese imports. In the first round of the trade war, China retaliated with 25 percent tariffs on \$50 billion of goods from the U.S. in July-August 2018, followed by tariffs ranging from 5 percent to 10 percent on \$60 billion of imports in September 2018. China has stated that it would increase its current tariffs on U.S. goods to 25% in reaction to the U.S. escalation of the trade war in mid-May 2019 [1].

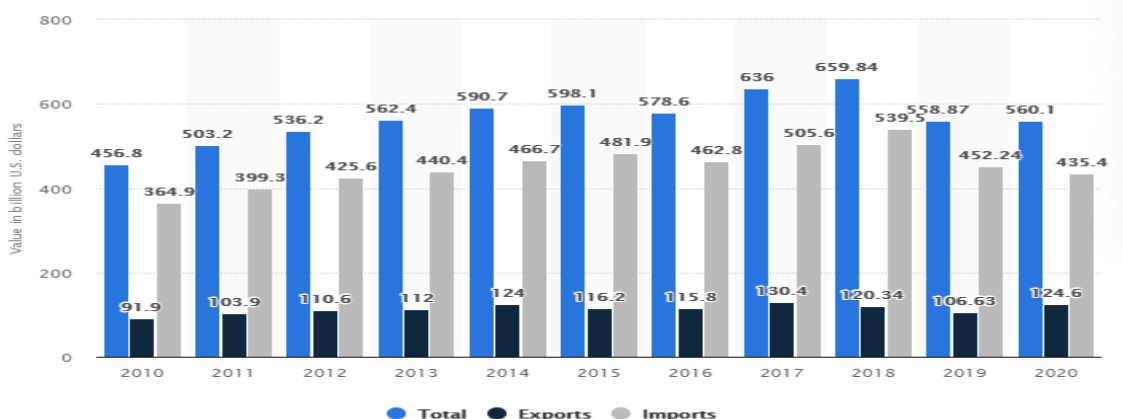


Figure 2 Total value of U.S. trade in goods (export and import) with China from 2010 to 2020
 Source: Peterson Institute for International Economics (2021)

China is the main focus of the U.S. trade war efforts because of its high growth rates over the last two decades and the highest trade surplus with the U.S. Tariffs are the first salvo in a series of bilateral spats that are multi-lateralizing and jeopardizing global economic integration, as well as intensifying technological rivalry [2]. In terms of economic size, military spending, and global greenhouse gas emissions, the United States and China are the world's leading forces. Both countries are permanent members of the Security Council of the United Nations. They became each other's main trading partners in 2017. Many consider this bilateral partnership to be the most important in the world.

3. Trump's Technology War

The emerging global scenarios of trade and technology tensions between the United States and China are the product of an increasingly worried America abandoning its multilateral cooperative stances in favor of primacy doctrines. In the worst-case scenario, these tensions could lead to a “decoupling” of both economies, resulting in a long-term global slowdown and new geopolitical strife. The U.S. launched three “special 301 investigation” in China during the 1990s. China has long been the target of the U.S. trade war as the primary source country of the U.S. trade deficit. On March 23rd 2018, United States President Donald Trump signed the Memorandum of Trade with China, also known as the “232 measure”, at the White House. It applies to raising tariffs on \$60 billion in Chinese imports and restricting Chinese mergers and acquisitions in the United States.

The direct cause of Trump's trade war with China is the trade deficit between the two countries. However, significant statistical disparities between China and the United States have resulted in a 20 percent overvaluation of the United States' trade deficit with China. For decades, American policy was based on the assumption that supporting China's growth and inclusion into the postwar international order would liberalize the country. China's influence has grown to the detriment of other countries' sovereignty, contrary to our expectations. Like America's world-class universities, access to the U.S. innovation market has aided China's military transformation and economic growth.

Since its publication, it has drawn worldwide attention, particularly because of China's and the United States' leading roles. Furthermore, owing to public fears and pessimism, it has a major impact on Chinese, American, and European stock markets. On the same day, investments in two markets experienced significant declines. About 3,000 stocks plunged as the three big stock indices dropped by more than 3%. The value of the stock started to fall in the afternoon.

According to researchers, in his attempt to “make America great again”, Donald Trump led the United States into a blatant breach of international law and multilateral arrangements, motivated solely by national interests. Within the context of the economic patriotism principle, the protectionist foreign policy of the United States has been referred to as national egoism and even economic nationalism [10], [12].

4. Import Export Reaction

The trade war is thought to have officially started on March 23rd, 2018, when Donald Trump signed the “Presidential Memorandum against China’s Economic Aggression” and imposed tariffs on steel and aluminum [15]. However strains in US-China economic ties have surfaced and had been addressed previously. In 2017, the World Trade Organization (W.T.O.) awarded China the status of a market economy, which drew condemnation from the United States because it narrowed the scope for protectionism against Chinese firms. The United States’ refusal to recognize China as a market economy [6] was the first move toward conflict within the “Group of Two”. The National Security Strategy, introduced in December 2017, embodied Trump's confrontational stance. It imposed limits on Chinese investments in American technology, increased export controls, and extended the number of dual-use goods that could not be exported to China. The Entity Registry was created, prohibiting U.S. companies from doing business with enlisted entities, including the Z.T.E. Corporation, which was accused of breaking U.S. sanctions against Iran. Since striking an agreement at the G20 summit in Osaka, the parties began trading threats to raise tariffs almost immediately. According to reports, Chinese businesses have stopped purchasing agricultural goods from the United States. China has been accused of manipulating its currency in order to achieve a comparative edge and partially offset the impact of tariffs. China, however, for its part, has filed a third W.T.O. lawsuit against the U.S., challenging the tariffs’ justifications. Ignoring the outcomes of the G20 summit, the U.S. imposed a new round of tariffs on \$125 billion in Chinese imports. China then slapped a 5% tariff on crude oil and other \$75 billion worth of commodities.

Both sides then decided to remove certain commodities when it became clear that companies in both nations were paying too much for the governments’ decisions. One of the most contentious aspects of the agricultural trade talks is China’s import of soybeans grown in the United States. In July 2018, China ceased importing soybeans from the United States, but in December 2018, it resumed purchasing U.S. soybeans. Later, US agricultural exports were at the core of talks. As a result, in September 2019, China exempted soybeans and other agricultural goods from new tariffs. The United States seeks to create more opportunities by moving its capital to its home country and reindustrializing. Around the same time, the country is looking at options to cut the costs of becoming a world leader. Many of America’s issues are attributed to China [3]. China decreases American influence in the A.P.R. by creating the Belt and Road Initiative [11]. From the viewpoint of the U.S. own desires, internal and external – can be described as the reasons for U.S. protectionist acts, not only against China. Embracing local markets by restricting international competition may decrease total demand in the United States. However, it would also raise the production volume of steel and aluminum goods, which will be subject to higher tariffs. The chronically passive balance of the U.S. current account can also be considered an internal influence, in addition to helping domestic producers. Algorithmic trading with the P.R.C. has a huge impact on the U.S.’s growing fiscal deficit.

5. Impact of China - U.S. Trade War

The trade war between the United States and China has four primary reasons or benefits.

(i). The trade war is expected to reduce the bilateral trade deficit and send employment back to the United States [8]. China accounted for \$376 billion, or 47 percent, of the \$796 billion U.S.

trade deficit in 2017, almost half of the total [15]. The U.S. recognizes a number of issues in trade with the P.R.C., the most serious of which is the trade balance gap. The problem has been around for decades and is only getting worse (although the U.S. trade deficit with China reached a historic low in May 2019). The United States would not deem trade with China to be “equal”. According to an analysis of the commodity structure of exports and imports, China imports mostly American-interdependent products. In contrast, the U.S. imports China’s finished goods: “U.S. mechanical and electrical products from China account for as much as half of the sum of the top ten commodities in Sino-US trade.” It is also clear that the technical gaps between China and the United States in this area are not significant [5]. The United States receives 19 percent of all Chinese exports. However, China accounts for just 8.3% of U.S. exports [13].

(ii). China’s high-tech capability is expected to be reduced as a result of the trade war [7]. The U.S. is unsatisfied with China’s conditions for forming joint ventures for technology transfer in exchange for a contribution to local corporations’ approved share capital. Another sensitive subject is Chinese public spending in foreign markets, which creates unequal competition [6]. China’s progress in executing a national strategy for production modernization, increased production of robotics, lithium batteries, network infrastructure, and other items has alarmed the United States. The United States has raised import tariffs on Chinese electronic goods, including telecommunications and network devices, by up to 25% [15].

(iii). China’s military power is expected to be limited by the trade war. Markov claims it is unacceptably dangerous for the U.S. to allow China to gain military hegemony, even in the long run ([9]. As a result, the U.S. is taking steps to maintain its national security competitiveness and deter China from using American dual-use technology.

(iv). The trade war is expected to reduce the deficit in the federal budget. “The U.S. will need additional sources of income, including tariffs, in order to fund its budget, according to Dongsheng Di, Gal Luft, and Dian Zhong, and tariffs on Chinese goods are seen as a key source of such income” [5]. The U.S. federal government’s budget deficit rose to USD 21 trillion, thanks in part to tax cuts enacted in December 2017. The Chinese government is now in a much better financial shape, allowing it to reimburse any companies that have been affected by a trade war.

6. Trade War Scenario and Global Trade Diversion

The new National Security Strategy turned the status quo realities upside down: first, the Trump administration began to question, if not outright reject, the postwar liberal international order that the U.S. and its allies had built; second, the administration labeled China, along with Russia, as a U.S. “adversary”, allowing it to charge Beirut. In reality, much of what was condemned was merely China's peaceful growth as a means of replicating America's economic and strategic success. It is unclear to the Chinese side whether Washington attempts to contain China because China is breaking foreign law or whether Washington aspires to maintain U.S. primacy as long as complete evidence of China's suspected violations is lacking or involves blind confidence in the U.S. intelligence community. The public’s views hardened as elite attitudes hardened. According to a Pew poll, American attitudes toward China have deteriorated in the last year. China is seen favorably by 38 percent of Americans, down from 44 percent in 2017. What the description fails to say is that China-bashing has gotten worse in the post-Cold War period, from Bill Clinton accusing George H. W. Bush of “coddling” Beijing’s leaders to Trump’s crude allegation that “China is raping America”.

Trump’s position on finance, on the other hand, lacked substance. In terms of history, the United

States' trade deficits began in the early 1970s, three decades before the deficits with China. Indeed, the United States' deficits are historical rather than recent, and multilateral rather than bilateral. Furthermore, owing to international companies' use of integrated supply chains, traditional bilateral trade gap figures may be deceptive. For example, despite the fact that Apple does not produce its iPhones, the majority of the value-added goes to the company's headquarters in California, with less than 5% going to China [14]. Furthermore, the aggregate scale of the multilateral trade surplus (rather than bilateral balances) is what matters to the economy, and that balance is primarily a result of macroeconomic factors such as domestic savings and investment rather than trade barriers. Nonetheless, Donald Trump vowed during his 2016 campaign to challenge America's entire free trade history.

7. Conclusion

The world's largest trade war could lead to a shift in foreign trade infrastructure and a slowdown in financial markets. The countries can be split into two groups, each endorsing the United States or China, but also developing mega-economic partnerships and regional currency zones. The importance of Asia in global governance and the growth of global supply chains is expected to grow. The U.S. is attempting to undermine its biggest rival in order to preserve global supremacy in the economy, politics, and national security. The United States' new foreign trade agenda seeks to delay the P.R.C.'s already rapid economic growth and increasing prominence in the global economy. China's government, for its part, aspires to be the world leader in robotics, biotechnology, and artificial intelligence. It will offer financial assistance to high-tech businesses and will do all in its power to prevent the United States from halting or slowing China's economic modernization and digitalization. Finally, we should remember that the United States' protectionist campaign against its trading partners, especially the People's Republic of China, has a political as well as an economic dimension. China has been named as the United States' primary geopolitical competitor in the future by U.S. officials. As a result, trade restrictions with the United States and other methods of slowing China's economic growth are also instruments for limiting China's political power growth. Thailand industries may benefit from the US-China trade war as import more replacement products from Thailand. Furthermore, China or US Corporation may relocate their production to Thailand as a way of avoiding the additional tariffs on domestic exports.

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Exploring Work and Business Logics in Asia: A Case Study of Two Thai Companies Founded and Managed by Chinese People

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This article investigates the experiences of cross-cultural interaction between Thai and Chinese employees in Thailand; it explores how different logics of working and doing business affect entrepreneurial practices and collaboration between them. Based on a case study of two Thai companies founded and managed by Chinese people, it deploys in-depth interviews containing detailed and contextualizing descriptions. Its empirical findings provide specific illustrations how business and working practices notably differ within the Asian context. It highlights how different logics in the constructions of self, identity and institutions, and cognitive styles profound shape the interactions between employees.

Keywords: International Management, Cross-cultural, Thailand, Overseas Chinese

1. Introduction

With an increase of globalization over the last decades, many enterprises have turned their attention to overseas markets and set up companies outside their own countries. Chinese enterprises investing in Thailand have significantly increased during the last two decades [1], having resulted in many new Chinese projects in Thailand [2].

Managing or participating in the running of a company in another country requires not only economic, political, and legal considerations, but also needs a focus on organizational aspects such as cross-cultural interaction and cultural differences in working practices [3].

There is a vast amount of cross-cultural organizational behaviour research; however, it tends to primarily focus on stark differences across continents, such as North American and East Asian or Western European countries. Cross-cultural studies within Asia are sparse and generally tend to be comparative based on broad cultural groupings, rather than empirically investigating specific instances of routine organizational practices across different Asian cultures [4].

While it has been argued that international management research tends to be based on oversimplified dualisms [5], there is generally a misguided confidence in utilizing North American/ Western European models of management to analyse any local managerial and organizational practices that are culturally contingent [6]. This implies that working in multicultural environments requires management to address differences in cultural values [7], as well as differences in the constructions of self, identities and the role of institutions [5]. Yet, this is beyond individual psychological strategies of acculturation or adaption [8]; it requires to comprehend management and organizational practices within the different wider contexts of their lifeworlds.

This article aims to investigate the management practices and organizational culture in a Thai and Chinese context. It is based on an in-depth empirical analysis of two companies registered and operating in Thailand that were founded and are managed by Chinese nationals, with more than two-thirds of employees being Thai nationals. It aims to show how different logics are experienced in day-to-day work interactions and how this relates to routine operational issues. In particular, it investigates how individuals perceive and deal with differences and the effects

this has on business practices.

2. Literature Review

International management is a prominent research topic that increased significantly in the beginning of the 21st century [9]. There is a vast amount of cross-cultural organizational behaviour research [10, 11], often in terms of stark differences across continents, such as North American and East Asian or Western European countries.

While there are a range of studies on working practices and organizational behaviour in East Asia and Southeast Asia, direct comparisons are sparse and often grouped according to specific managerial issues within regions. Accordingly, business practices in Thailand, Laos, Cambodia, and Myanmar are characterised by certain hierarchical structures that are paternalistic in nature [12]. Similarly, business practices in these Theravada Buddhist countries that are characterised by degrees of flexibility and moderation that reflect cultural values of taking the middle path [12]. In practice, for example in Thai businesses, people tend to be more pragmatic and flexible in terms of authority, with discussion across hierarchical levels not being unusual [13]. The other words, the unequal power differences in leadership style are usually softened by the middle path approach and indirect forms of criticism [12].

While many scholars argue that core Buddhist values create a relatively higher acceptance of a social hierarchy [14, 15], it is well understood that Theravada Buddhist values and tradition indicate responsibility that comes with a higher position [12]. Nonetheless the frame of reference for the variance in organizational behaviour tends to be East v. West, ethnically homogenous/ collectivist v. heterogeneous/ individualistic cultures.

By at large Eastern thinking requires more comprehension of the complexity of contexts; it is less amenable to categorization and establishment of deterministic laws. The underlying Taoist/ Buddhist logic is different to a “Western” Cartesian logic, as it does not rely on simplification of categorization and rule formation through its holistic and contingent view of reality.

Nonetheless, some management scholars argue that the dualistic notions of the “East” and the “West” are unhelpful, because they are not homogeneously distinct entities [5]. While business practices in Thailand may have similarities to practices in China, they cannot be reduced to “Eastern” practices without understanding the interrelated difference in the constructions of self, identity and institutions, and cognitive styles. Indeed, empirical research shows that entrepreneurial Chinese in Southeast Asia have retained distinct characteristics of running businesses [16, 17]. Similarly, while historians have highlighted that influence of Chinese immigration in Thailand has been profound [18], the relationship between Chinese in Thailand and Thai people is characterised as pragmatic and not based on long-term cultural assimilation [19].

3. Methodology

Empirical research conducted for this study is based on two cases of Thai companies located in Bangkok which were founded and managed by Chinese people. It is an in-depth analysis in form of detailed descriptions without appeal to a prior theory [20]. As such this research is neither aiming to test a theory nor to generate a “Grand Theory”; instead it is an investigation of dynamic processes of interactions that aims to give specific insights into business practices in an Asian context, by interweaving concepts that have emerged in various academic discussions [21].

The field research for this study was conducted in two phases; phase *one* explored the topic and scoped general directions, while phase *two* refined the key topics into specific themes that were investigated in-depth. Phase one also entailed practical observations at both companies and gave the opportunity to established friendly relations with the employees. Access to both companies was gained via professional connections that one of the authors had established during a previous internship with one of these companies. On site fieldwork was conducted by the same author, who is a native speaker of Mandarin Chinese and has near-native speaker ability of standard Thai.

In addition to observations, this study deployed informal conversational interviews [22] and standardized, non-scheduled, open-ended question-based interviews [23]. A total of 15 Chinese and 20 Thai people at company (a real estate and construction company), and six Chinese and 14 Thai people at company A (a construction company) were interviewed. This covered all levels for both companies: senior management, middle management and front-line staff.

All interviewees were classified as either Chinese or Thai persons, depending on their identity documents (i.e., People's Republic of China (PRC) passport/ Republic of China (ROC) Taiwan Passport and Thai National ID Card. Each interviewee was questioned about their cultural background and migration history. Thai people were specifically asked whether they identify as ethnic Thai-Chinese. Only one Thai person or Thai respectively. Furthermore, interviewees were also asked to provide basic personal information, such as age, job position, and work experience (abroad), and lengths of stay time in Thailand (for Chinese). A total of four Chinese people held national identification documents from Taiwan (ROC), while the remaining 11 had documents from China (PRC). Some of those from Taiwan spent a considerable amount of time working in China (PRC) or elsewhere outside Taiwan.

Interviews were conducted in Thai or Chinese and audio-recorded and subsequently transcribed. The transcriptions were translated into English to provide the source for analysis. Quotes used in this article, are translations of verbatim transcript excerpts that render meaning of the source into the target language; this translation technique tends to be closer to dynamic rather than formal equivalence [24]. The translation was undertaken by one of the authors in consultation with a professional translator.

The analysis of the interview data was conducted in form of a thematic analysis [25]. This involved initial familiarization with the data, coding and preliminary thematization by one of the authors. A subsequent deeper analysis was undertaken by both authors independently and compared and aligned during joint discussions.

4. Analysis

4.1 Different logics

For many Thai interviewees their Chinese colleagues seemed very competitive and eager to be succeed in achieving their goals. They felt that the Chinese often seem not to care about the feelings and needs of the others as they were too narrowly focusing on results. By contrast, Chinese interviewees saw the Thai consensus-seeking approach as too flexible and consulting at a wider group-level as inefficient and distracting.

Thai people think... the Chinese competition is fierce... The Chinese work division is very clear... They will finish the work separately. But Thai people we will work together and help each other. (Thai Manager of Secretary Department)

Thai people are loose in many aspects and have no real concept of management... If they get a task, they will not make a plan how to start it or what steps to take. (Chinese Manager of Design Department)

Many Thai interviewees felt the action of their Chinese colleagues were sometimes risky, especially when diverting from established rules and procedures. By contrast, for Chinese interviewees, compliance with and pragmatic rule-following was a crucial in day-to-day work practices. For many Chinese it was important to be able to adapt rules and procedures depending on circumstances, rather than merely complying and ignoring other possible options in achieving a goal. Thai interviewees however pointed out that following rules and procedures ensures less risk of possible wrong-doing.

There are several roads to get to a destination. The Chinese will always look for the most convenient, with the least time and the shortest path, but Thai people choose to take the main or conventional road, not a shortcut. (Chinese Manager of Hydropower Department)

Thai people are afraid to take risks and do not want to cause trouble... The simplest thing to them is to follow the rules. For example, if there is need to make any payment, it should be passed through by many levels, and get the approval of all levels. (Thai Manager of Administration Department)

Many Thai interviewees were startled by their Chinese superior's strong top-down approach to managing. They felt that most Chinese managers never consulted their subordinates and were not at ease with the apparent lack of discussions between the horizontal levels in their company. While Chinese managers expected obedience and not discussions, most Thai people felt obliged to establish two-way communication to be more effective in solving problems. Their view of organizational hierarchy seemed more harmonious, where individual across different levels also have clearly designated positions but are not as rigidly separated.

Chinese manager always believe in themselves more than in others... Even if someone suggests a good idea to them, they still chose their own way... (Thai Leader of Customer Service Department)

In Thailand the boundary between levels is vague, but it doesn't mean there are no levels. It's just the relationship between superiors and subordinates is more like seniors [older siblings] and juniors [younger siblings]... If there are any problems we just discuss them... we dare to ask the superiors questions. (Thai Staff of construction design department)

4.2 Dealing with differences

Both Chinese and Thai interviewees tended to recount how they somehow resisted the different logics that they encountered in their companies. They felt it was difficult to make concessions to their accustomed ways of doing and often saw the others ways as inappropriate.

I think many Chinese still don't have a good understanding of the nature of Thai people. Like style of work and the life style... what Thai people really like... [and] need... but this is Thailand. (Thai Staff of Human Resource Department)

If Thai people have a set of methods, they will always use these methods... We have

brought a lot of advanced tools from China... but they still choose to use their original ways... most of them are reluctant to accept new things. (Chinese Manager of Construction Department)

For some interviewees understanding and dealing with different logics is seen as some form of compromise that can result in new ways, rather than a stark choice between their and the other's culture.

Sometimes it is hard to find a balance, because even if I make concessions, Thai people still cannot meet the standards that I set. In the end, I have to find another ways to make up for the rest. (Chinese Manager of Design Department)

In my opinion, most of Chinese look down on Thai people... They have no confidence in our abilities. Therefore, I have to change myself, to change my way of working and way of speaking, to find a way that everyone can accept. (Thai Manager of Secretary Department)

Most interviews revealed signs of underlying frustration and disconcertment that the other's way of doing things were different and that the reasons behind this were partially inexplicable. Yet, it is precisely the awareness of the different logics that appeared to give some interviewees strengths and clarity in coping with the situation.

Sometimes we only need to change the mentality a little bit so that contradictions can be resolved. There is nothing that cannot be solved, but it depends whether we are willing to accept change. (Thai Leader of Purchase Department)

Although we may have some disagreements due to cultural differences... when these problems arise, it really increases the difficulty of our work... But it's not that we cannot fix it, it just needs more communication and exchange opinions. (Chinese Translator of Project Department)

Overall, interviewees experienced different logics, especially those which are competing or contracting their own logics, in real and in concrete ways in their day-to-day working practices. Yet, those interviewees who perceived the competing logics as an opportunity for integration and change, appeared to cope better and seemed more able to work within these settings.

5. Discussion

We have shown that Chinese and Thai employees perceive notable differences in their shared working practices. Our findings illustrate how Chinese seem to have a higher sense competitiveness and stronger emphasis planning and organizing that went beyond the immediacy of a situation. By contrast Thai employees valued more group harmony, unity and a reasonable work-life balance and valued less getting ahead of colleagues and professional success than their Chinese counterparts. Indeed, in Thailand generally work and play are not mutually exclusive, where being too serious is considered inappropriate [12]; maintaining good interpersonal relationships at work and having a certain amount of fun are perceived as essential [26], [27].

We have also illustrated how in practice Thai employees seem to be adhering more to established rules and organizational norms and were less risk-taking than Chinese. While Chinese employees followed rules and codes of practices like everyone else, they were much more pragmatic, making adjustments as they saw fit, rather than mechanistically following a

rule for its own sake. However, it remains unclear to what extent this is distinct to entrepreneurial identity of the Chinese in Southeast Asia or a broader difference between Chinese and Thai logics of institutions.

Overall, Chinese employees maintained stronger boundaries between subordinates and superiors, expecting more obedience and stricter status or role divisions than Thai employees. By contrast Thai employees seemed to prefer to partially blur this distinction, with superiors expected to guide people rather than merely command them without any opportunity for discussion [13]. This is in line with the established view that Chinese business in Southeast Asia have more centralized decision-making processes [16], [17].

While competing logics were seen to cause to some degree friction and disorganization, they were also seen an opportunity for integration and change by some employees. However, this is not to suggest that it is exclusively an issue of acculturation at individual level. On the contrary, we suspect that different logics become more problematic in certain organizational circumstances and places.

It appears that competing logics tend to be more pronounced when they were confronted with routine organizational problems. In other words, differences reduced the ability to analyse and solve routine or common problems, which tended to aggravate existing organizational problems and require more effort and determination. The extent to which these additional efforts were perceived as problematic when dealing with –in the language of ethnomethodology– ‘normal natural troubles’ [28], may need future clarification.

6. Conclusions

This article has demonstrated that the interactions between Chinese and Thai employees are based on different logics how things are done. Our empirical findings provided specific illustrations how business and working practices notably differ within the Asian context.

We have shown that the experiences of different logics in the constructions of self, identity and institutions, and cognitive styles have profound effects on the how interactions between different employees unfolds during collaboration. We also pointed out that this tends to be more troublesome at the point of encountering routine organizational problems.

While integration and assimilation appear to smooth cross-cultural interaction at individual level, it remains open to further empirical investigation to what extent competing or contradicting logics partially coexist within organizations when integration or assimilation is merely partial or non-existent. This may give a more realistic understanding of international business settings and cross-cultural interaction that entails a certain messiness of sense-making when dealing with partially overlapping, partially competing, and partially indifferent logics.

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Factors Influencing Behavioral Intention to Use Food Delivery Apps in Thailand Market

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Abstract

This article mainly discusses the influencing factors in behavioral intention to use food delivery apps in the Thailand market. It found that perceived ease of use, perceived usefulness, and the reputation of food delivery apps and their cooperative offline merchants are positively related to behavioral intention to use food delivery apps. In contrast, the perceived risk of food delivery apps is negatively related to behavioral intention to use the food delivery apps. These findings can enlighten businesses who want to transform from offline to online during the pandemic period. Enhance offline reputation management, choose reliable cooperative partners, make the transaction process simpler and clearer, and enhancing online transaction security is the most concerning factor for customers while they determine the use of the online app at the first time.

Keywords: Food delivery, Behavior Intention, TAM

1. Introduction

Food delivery Apps, as the representatives of O2O ecommerce, are playing more and more critical roles in daily life, with the mobile internet penetration rate reaching 75% in Thailand in 2020 [1]. The data in “Thailand Internet User Profile 2019” released by Electronic Transactions Development Agency indicates that food delivery is the online service with the highest increase in popularity (15.1 percent), relative to numbers from 2018 and 2019 [2]. Food delivery Apps in Thailand market are experiencing soaring development since the lockdown of Bangkok in March this 2020. Compared to the same period in 2019, order volumes of food delivery via online platforms have increased by 150 percent [3]. However, so far, few articles have explored the successful adoption of the O2O ecommerce in Thailand. Most of the existing articles explained the ecommerce adoption by SMEs or enterprises in Thailand not by customers [4], [5]. Moreover, the previous papers put more focus on B2B and B2C ecommerce adoption in Thailand [6], [7], [8], few articles study O2O ecommerce adoption by customers. Therefore, this article will take the adoption of food delivery apps in Thailand market as the research object to explore the factors that facilitate and hinder customers' adoption intention of food delivery apps. Based on this, we hope to provide some valuable suggestions for the development of O2O ecommerce in Thailand.

Technology Acceptance Model (TAM) is a behavioral model that provides an explanation of people's behavioral intentions of adoption information system through attitudes and subjective norms [9]. In recent years, with the rapid development of Internet technology, TAM has been gradually accepted by increasing scholars, and the research on it is booming as well. Researchers have turned their attention to the technology acceptance researches of various target groups facing different network information systems [10]. Before writing this article, the author conducted an in-depth interview with six users of the food delivery app. Through the analysis of the coding, it is concluded that the reason for the rapid adoption of food delivery app in Thailand is due to the perceived ease of use and perceived usefulness of its app and the reputation of the food delivery app and its cooperative merchants. The potential risk of using a food delivery app is one of the reasons why users hesitate to use it. Therefore, in this article,

the influencing factors in the use intention of Thai food delivery apps are tested and verified, which will be divided into promoting factors and hindering factors to test. Promoting factors are tested by perceived ease of use and perceived usefulness, the reputation of food delivery app and its cooperative merchants, and hindering factors are tested by perceived risk. In the context of the pandemic, how to help offline merchants transfer their business online with the help of the successful food delivery industry experience is worth exploring.

Therefore, there are two major research questions in this article are shown as following:

- Are perceived ease of use, perceived usefulness, reputation, and perceived risk significant antecedents of attitude toward using food delivery app in Thailand?
- What strategy should offline merchants take to transfer their business online in the pandemic period?

2. Literature Review and Hypothesis Development

2.1 Theory Development

Davis (1989) applied the Theory of Reasoned Action (TRA) and the Theory of Planned Behavior (TPB) to the field of information system to explain the user acceptance process of information technology and proposes a technology acceptance model. In TAM, Davis indicates that perceived ease of use (PEOU) and perceived usefulness (PU) of system design are external variables of initial factors for people to decide whether to use the information system. PEOU and PU jointly determine people's attitude towards using information systems, which, together with perceived usefulness, affects people's willingness to use information system, and ultimately determines the actual use of the system. PEOU and PU in TAM are two main determinants of the attitudes toward a novel technology [9]. Moreover, some scholars state that brand reputation can be a determinant of technology acceptance when technology users are also consumers [10]. According to previous studies, perceived risk is an obstacle to consumers' online shopping, and perceived risk negatively impacts consumers' intention to use online shopping channels to make purchases [11]. Combining the qualitative interviews mentioned above, some food delivery app users also indicated that the reputation of the food delivery app and the offline merchants they cooperate with would affect their decision to use the app. Partial food delivery app users said that the disclosure of personal privacy and the security risks of their bank accounts were the main reasons that hindered them from using the food delivery app. Hence, the reputation of the food delivery app and its cooperative offline merchants and the perceived risk of using food delivery apps are considered another two determinants of the technology acceptance model in this study.

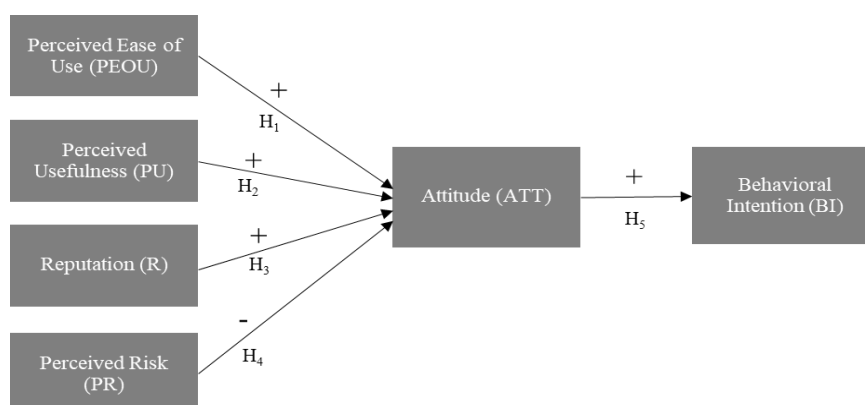


Figure 1: Conceptual Framework- Use Intention of food delivery app

The model to be tested is shown in Figure 1. This model reflects the relationship between perceived ease of use, perceived usefulness, perceived risk, the reputation of food delivery apps, and the use intention of food delivery apps, with attitude being the intermediary variable

between them.

2.2 Hypothesis Development

Perceived Ease of Use, Perceived Usefulness and Attitude

In this article, perceived ease of use refers to the extent to which a person considers that using a particular system will have less effort to do an activity, and perceived usefulness refers to the extent to which a person considers that using technology will enhance his or her performance. It is found that perceived usefulness affects people's attitudes towards all technologies [9]. The previous study tested that perceived ease of use and perceived usefulness of mobile grocery have a positive relationship with users' attitude towards using mobile grocery apps [12]. Thus, it is hypothesized that:

H₁: Perceived ease of use of food delivery apps has a positive relationship with user's attitudes.

H₂: Perceived usefulness of food delivery apps positively relates to users' attitude towards using food delivery apps.

2.3 Reputation and Attitude

Reputation is defined as the extent to which users and customers believe the food delivery app is honest and concerned about its customers. Quelch and Klein believe that in the context of Internet marketing, consumers will prefer websites that represent businesses that they are already familiar with through traditional channels [13]. In terms of food delivery apps, cooperating with famous offline merchants is a good way to enhance the good attitude towards using food delivery apps. Thus, it is hypothesized that:

H₃: Reputation of food delivery apps and their cooperative offline merchants has a positive relationship with users' attitude towards using food delivery apps.

2.4 Perceived Risk and Attitude

Perceived risk means consumers' perception of the uncertainty and potentially undesirable consequences of purchasing products or services [14]. In the process of using the food delivery app, users need to provide their own residential address, telephone number, and other personal privacy information. Users also need to bind their own debit or credit card to the food delivery app to facilitate future online payment. In Thailand, debit card online payment is often password-free, which is very convenient but is at high risk of fraudulent use at the same time. Privacy and online payment security are the two biggest concerns while using food delivery apps. Many studies have found that perceived risk is negatively related to online shopping intention [15], [16]. Thus, it is hypothesized that:

H₄: Perceived risk towards food delivery apps negatively affects users' attitude towards using food delivery apps.

2.5 Attitude and Behavioral Intention

Attitude in this study means the positive or negative feeling about using food delivery apps to order food or beverages.

Fong and Wong (2015) found that attitude is the most critical factor in determining consumers' behavior using mobile apps [17]. Thus, it is hypothesized that:

H₅: Users' attitude towards using food delivery apps positively relates to users' behavioral intention of using food delivery apps.

3. Research Methodology

3.1 Research Design

This exploration endeavors to investigate determinants that influence the intention of using a food delivery app in Thailand via qualitative and quantitative methods. Firstly, this paper conducted in-depth interviews with 6 food delivery users in Thailand to directly understand the influencing factors of users' adoption of food delivery apps, which is not discussed here. On this basis, through a large number of literature reviews, this paper builds the research model that needs to be tested, which depends on an online questionnaire in Thai and English language. Secondly, 30 respondents replied to the online questionnaire, which was taken as a pilot test to guarantee the validity and reliability of this questionnaire. Thirdly, the online data collection is extended to the Thailand market by using a convenience sampling method. Fourthly, organize the collected data and delete those invalid data. The organized data was analyzed using descriptive statistics, Pearson's correlations, and mediation effect by using the statistic tool of SPSSAU.

There are two parts to this questionnaire. Section 1 includes the basic demographic information, such as age, gender, position and usage situation of food delivery app. The 18 questions in the second part were created by using items that had previously been tested in prior studies. In table 3.1 shows the details of questionnaire items and their literature sources. Questions in part 2 are related to the independent variables which assumed may have an effect on using food delivery app intention and were assessed by using a five-point Likert scale (from 1 to 5), where 1 represents "strongly disagree", 2 represents "disagree", 3 represents "fair", 4 represents "agree" and 5 represents "strongly agree".

3.2 Sample and Data Collection

In the data collection, convenience sample and snowball sampling will be used. At first, in order to test the validity and reliability of this online questionnaire, the questionnaire will be sent to at least 30 food delivery app users to do the polite test. Large-scale questionnaire distribution will be carried out until the validity and reliability of this questionnaire are passed. This questionnaire was distributed to the author's Thai colleagues, classmates, and friends at least 20 people, and through their social network, each person could take responsibility to distribute this questionnaire to another 10 friends who use the food delivery app. There are a total of 237 valid responses after deleting 2 invalid responses.

4. Results and Analysis

4.1 Characteristics of respondents

Regarding the respondents' profile of online questionnaire, as shown in Table 4.1, it is worth noting that most of the food delivery app users are 20-35 years old, which takes accounts for 83.12 %. 63.29 of these respondents are office staff. Considering use frequency, 31.22% of the users would use the food delivery app 1-2 times a month, followed by 25% of the users who used it more than 6 times a month.

Table 4.1 Characteristics of respondents (n=237)

Items	Description	Frequency	Percentage
Gender	Male	115	48.52
	Female	120	50.63
	LGBT	2	0.84
Age	<20	14	5.91
	21-35	197	83.12
	35-50	18	7.59
	>50	8	3.38
Occupation	Office Staff	150	63.29
	Government Staff	56	23.63
	Student	8	3.38
	Employer	8	3.38
	Others	15	6.33
Use Frequency	1-2 times/month	74	31.22
	3-4 times/month	57	24.05
	5-6times/month	46	19.41
	More than 6 times/ month	60	25.32

4.2 Reliability Test and Confirmatory Factor Analysis

The Cronbach's alpha and composite reliability of all variables were calculated to analyze the reliability and internal consistency of the constructs in the research model (Table 4.2). In this study, all variables' coefficients of Cronbach's alpha are greater than 0.7, and the result is acceptable.

In order to analyze the reliability and internal consistency of the structure in the model, Cronbach's alpha and composite reliability of all variables are used (Table 4.2). In this study, Cronbach α coefficients of all variables were greater than 0.7, which was acceptable.

Subsequently, using confirmatory factor analysis to measure the construct validity in this research, as shown in Table 4.4, the results found that with regard to Std. Estimate Factor Loading, except item 1 of perceived usefulness is lower than 0.7, the rest of items all are above 0.7, which is higher than the suggested level 0.6. Moreover, all AVE of variables are higher than 0.5, which is acceptable.

4.3 Pearson's Correlation

As shown in Table 4.3, there is a significant correlation between all constructs. Except that perceived risk is negatively correlated with other constructs, other constructs are positively correlated. The mean values of perceived ease of use, perceived usefulness, reputation, attitude, and behavioral intention are all above 3.9, which are relatively high and favorable. Meanwhile, the mean value of perceived risk is 2.257. The Pearson correlation coefficient between perceived ease of use and attitude, between perceived usefulness and attitude, between reputation and attitude are all higher than 0.6. The Pearson correlation coefficient between attitude and behavioral intention is 0.781. These all have positive and strong correlations. Conversely, the Pearson correlation coefficient between perceived risk and attitude shows a negative and strong correlation with -0.618. This result shows that the stronger the perceived ease of use and perceived usefulness of the food delivery app and the better the reputation of the food delivery app and its partner merchants, the better the user's attitude towards using this app, and the more inclined to use this app.

Table 4.2 Reliability Test and Confirmatory Factor Analysis

Constructs	Items	Questions	Reference	Cronbach's alpha	Confirmatory Factor Analysis		
					Std. Estimate Factor Loading	AVE	CR
Perceived ease of use (PEOU)	PEOU1	Food delivery app is easy to learn แอปพลิเคชันสั่งอาหารสามารถเรียนรู้วิธีใช้งานได้ง่าย			0.798		
	PEOU2	I find it easy to get the food delivery app to do what I want it to do แอปพลิเคชันสั่งอาหารสามารถตอบสนองความต้องการการใช้งาน	Kang, J.-W., & Namkung, Y. [18]	0.871	0.891	0.697	0.873
	PEOU3	My interactions with the food delivery app is clear and understandable เนื้อหาภายในแอปพลิเคชันสั่งอาหารง่ายต่อความเข้าใจและมีความชัดเจน			0.813		
Perceived usefulness (PU)	PU1	I think that the use of food delivery would make my order food process more effective ฉันคิดว่าคำสั่งอาหารผ่านแอปพลิเคชันมีประสิทธิภาพ			0.635		
	PU2	I think that the use of food delivery would make my order food process more convenient. ฉันคิดว่าคำสั่งอาหารผ่านแอปพลิเคชันมีขั้นตอนการสั่งอาหารที่สะดวก	Fröhlke and Pettersson [19]	0.782	0.879	0.56	0.791
	PU3	I think that I would save time by using the food delivery for ordering food ฉันคิดว่าคำสั่งอาหารผ่านแอปพลิเคชันทำให้เกิดการประหยัดเวลา			0.74		
Reputation	R1	The food delivery app has a good reputation แอปพลิเคชันการสั่งอาหารมีชื่อเสียงที่ดี			0.8		
	R2	The cooperative restaurants with food delivery app are famous to me ร้านอาหารในแอปพลิเคชันการสั่งอาหารมีชื่อเสียงที่ดี	Jarvenpaa et al. [20]	0.869	0.815	0.688	0.869
	R3	The cooperative restaurants with food delivery app have a good reputation in Thailand market ร้านอาหารที่ร่วมมือกับแอปพลิเคชันสั่งอาหารได้รับความนิยมและเป็นรู้จักในกลุ่มตลาดคนไทย			0.876		
Perceived Risk	PSR1	I think the decision of ordering food through food delivery app secures ฉันคิดว่าคำสั่งอาหารผ่านแอปพลิเคชันมีความปลอดภัย	Jarvenpaa et al.; Carlos Roca, J., José García, J., & José de	0.824	0.805	0.607	0.822
	PSR2	I think the food delivery app will protect my personal privacy information ฉันคิดว่าคำสั่งอาหารผ่านแอปพลิเคชันมีความปลอดภัยใน			0.709		

		ด้านการป้องกันข้อมูลส่วนตัวของผู้ใช้งาน	la Vega, J. [20][21]					
	PSR3	I think the food delivery app will protect my transaction safety ฉันคิดว่าคำสั่งอาหารผ่านแอปพลิเคชันมีความปลอดภัยในด้านการธุรกรรมทางการเงิน		0.844				
Attitude towards using food delivery app	ATT1	I feel good about using food delivery app ฉันคิดว่าแอปพลิเคชันการสั่งอาหารมีประโยชน์		0.828				
	ATT2	I like ordering food through food delivery app ฉันมักจะชอบสั่งอาหารผ่านทางแอปพลิเคชัน	Kang, J.-W., & Namkung, Y. [18]	0.889	0.848	0.737	0.893	
	ATT3	I feel favorably about food delivery app ฉันคิดว่าแอปพลิเคชันการสั่งอาหารช่วยอำนวยความสะดวกให้กับฉัน		0.893				
Behavior Intention to use food delivery app	BI1	I will use the food delivery app on a regular basis in the future ในอนาคตฉันสามารถนำแอปพลิเคชันการสั่งอาหารเข้าใช้ในชีวิตประจำวัน	Carlos Roca, J., José García, J., & José de la Vega, J. [21]	0.855				
	BI2	I will frequently use the food delivery in the future ในอนาคตฉันจะใช้แอปพลิเคชันสั่งอาหารเป็นประจำมากขึ้น		0.876	0.835	0.706	0.878	
	BI3	I will recommend others to use แอปพลิเคชันสั่งอาหาร		0.828				

Table 4.3 Pearson's Correlation

	Mean	Std. Deviation	PEOU	PU	R	PR	ATT	BI
PEOU	4.017	0.786	1					
PU	3.963	0.757	0.675**	1				
R	4.034	0.727	0.669**	0.639**	1			
PR	2.257	0.733	-0.473**	-0.556**	-0.628**	1		
ATT	4.113	0.719	0.609**	0.621**	0.635**	-0.618**	1	
BI	3.914	0.783	0.604**	0.562**	0.609**	-0.581**	0.781**	1

* $p < 0.05$ ** $p < 0.01$

4.4 Mediation Effect Test and Hypothesis and Test Results

The results of the mediating effect test in this paper are all obtained by using SPSSAU. Bootstrap method is used to test the mediating effect, which has processed 5000 bootstrapped replications of size 237.

It can be seen from table 4.4 and table 4.5, and there are 4 paths to be tested. The first path is "PEOU=>ATT=>BI", in this path the total effect of PEOU on BI shows a significant level of 0.01 ($t = 4.094, p = 0.000 < 0.01$); in terms of direct effect, PEOU also has significant effect on BI ($t = 2.675, p = 0.008 < 0.01$), which means that the direct effect exist. Subsequently, for the path "PEOU=>ATT=>BI," there is not including 0 in the 95 % confidence interval (0.045 ~ 0.207), so it indicates that this mediation effect path exists, but it belongs to partial mediation.

By calculating, we can get that the partial mediation effect ratio is 43.901% ($a*b/c=0.124/0.283$).

The second path is “PU=>ATT=>BI”, in this path the total effect of PU on BI is not at significant level ($t = 1.454, p = 0.147 > 0.05$); in terms of direct effect, PU is not at the significant level on BI either ($t = -0.220, p = 0.826 > 0.05$), which means that the direct effect does not exist. In addition, for the path “PU=>ATT=>BI”, there is not including 0 in the 95 % confidence interval (0.044 ~ 0.200) , thus it indicates that this is full mediation effect path.

The third path is “R=>ATT=>BI”, in this path the total effect of R on BI is not at significant level ($t = 2.488, p = 0.147 > 0.05$); in terms of direct effect, R is not at the significant level on BI either ($t = 1.229, p = 0.220 > 0.05$), which means that the direct effect does not exist. What's more, for the path “R=>ATT=>BI”, there is not including 0 in the 95 % confidence interval (0.013 ~ 0.202) , thus it indicates that this is full mediation effect path.

The fourth path is “PR=>ATT=>BI”, in this path the total effect of PR on BI shows a significant level of 0.01 ($t = -4.478, p = 0.000 < 0.01$); in terms of direct effect, PR also has significant effect on BI ($t = -1.993, p = 0.047 < 0.01$), which means that the direct effect exist. Next, for the path “PR=>ATT=>BI”, there is not including 0 in the 95 % confidence interval (-0.243 ~ -0.097), so taht it indicates this is partial mediation effect path. After calculating, we know that the partial mediation effect ratio is 60.7% ($a*b/c=0.180/0.296$).

Combine the analysis of Pearson’s correlation coefficient and mediating effet, and we can conclude that all the hypothesizes in the research model depicted in Figure 1 are accepted. However, it should be noted that the perceived ease of use and perceived risk of food delivery app only partially affect users’ attitude towards using food delivery app, and the research model in Figure 1 needs to be adjusted in future research.

Table 4.4 The Results of Mediation Effect Test ($n=237$)

	Model 3				Model 1				Model 2			
	BI				ATT				BI			
	<i>B</i>	SE	<i>t</i>	<i>p</i>	<i>B</i>	SE	<i>t</i>	<i>p</i>	<i>B</i>	SE	<i>t</i>	<i>p</i>
Constant	2.248**	0.406	5.537	0.000	2.499**	0.353	7.077	0.000	0.679	0.376	1.806	0.072
PEOU	0.283**	0.069	4.094	0.000	0.198**	0.060	3.290	0.001	0.159**	0.059	2.675	0.008
PU	0.104	0.072	1.454	0.147	0.187**	0.062	3.006	0.003	-0.013	0.061	-0.220	0.826
R	0.195*	0.078	2.488	0.014	0.180**	0.068	2.638	0.009	0.082	0.067	1.229	0.220
PR	-0.296**	0.066	-4.478	0.000	-0.286**	0.058	-4.976	0.000	-0.116*	0.058	-1.993	0.047
ATT									0.628**	0.063	9.913	0.000
<i>R</i> ²	0.499				0.550				0.648			
Adjusted <i>R</i> ²	0.490				0.542				0.641			
<i>F</i> value	<i>F</i> (4,232)=57.719, <i>p</i> =0.000				<i>F</i> (4,232)=70.794, <i>p</i> =0.000				<i>F</i> (5,231)=85.190, <i>p</i> =0.000			

* $p < 0.05$ ** $p < 0.01$

Table 4.5 Summary of Mediation Effect Test Results (n=237)

Path	c Total Effect	a	b	a*b Indirect(95% Effect	a*b BootCI)	c' Direct Effect	Test Conclusion
PEOU=>ATT=>BI	0.283**	0.198**	0.628**	0.124	0.045 ~ 0.207	0.159**	Partial mediation
PU=>ATT=>BI	0.104	0.187**	0.628**	0.117	0.044 ~ 0.200	-0.013	Full mediation
R=>ATT=>BI	0.195*	0.180**	0.628**	0.113	0.013 ~ 0.202	0.082	Full mediation
PR=>ATT=>BI	0.296**	0.286**	0.628**	0.180	-0.243 ~ - 0.097	0.116*	Partial mediation

5. Discussion

More and more physical businesses are unable to operate normally due to the pandemic situation. Covid-19 has brought us into a new normal of life. Food delivery apps have solved a big pain point in diet during the pandemic period, and other industries can use their successful experience. The findings of this paper can provide some suggestions for merchants who want to transform their business from offline to online during the pandemic period. Building the online platform is indispensable for offline merchants to transform their business online. Merchants should ensure the perceived ease of use of their online platforms and make users feel that they have gained benefits from their online platforms (such as saving time and more convenience). Meanwhile, merchants also need to take their business operating model and original competitive advantage into consideration during their transformation. It is a big challenge for merchants who pay attention to providing the offline experience for their customers in this transformation. These merchants should consider whether their online businesses can offer benefits for customers and maintain the original competitive advantages of their businesses.

Reputation management and transaction security are the other two factors that determine the use intention of food delivery apps. In terms of reputation management, merchants can make their customers know their brands well, which can proceed by offline marketing activities, advertising, or cooperation with big brands. The good reputation of merchants or their partners can help merchants to transfer online business easier. Cooperating with a reliable and well-known third-party payment platform can achieve reputation management and add a guarantee for safe transactions as well. Transaction security is a significant evaluation factor when users adopt one online platform. For the new online merchants, cash on delivery is quite a feasible way to eliminate user anxiety in the online transaction.

6. Limitation

This paper uses TAM to investigate the factors affecting users' intention to use food delivery apps. Although there are two new variables, namely perceived risk and reputation, the model is not perfect enough. We can adjust the model structure and add cultural factors and user personality factors to further analysis in future research.

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The Effect of Marketing Mix and Corporate Image on Decision to Use Global Outward and Inward Transfer Service of Consumers in Bangkok

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Abstract

This study aims to investigate the decision to use global outward and inward transfer service of consumers in Bangkok and to determine the impact of marketing mix and corporate image on decision to use global outward and inward transfer service of consumers in Bangkok. A cross-sectional survey study was conducted, and data were obtained from 400 consumers in Bangkok who had used to use global outward and inward transfer service. Statistics used to analyze the data were descriptive statistics, including percentage, frequency distribution, mean, and standard deviation. Chi-Square test was used to test the hypothesis. The results of this study reveal that most of the respondents use global outward and inward transfer service via commercial bank with the major objective of paying for goods and services. Most of them used global outward and inward transfer service one to two times a month. Mostly transferred money more than 50,000 Baht each time with the transferring fees of 401-1,000 Baht. The results of hypothesis testing indicate that Price and Place have an effect on decision to use global outward and inward transfer service of consumers in Bangkok in term of amount of transferring money each time. It is also found that People, Process, and Physical Evidence have an effect on decision to use global outward and inward transfer service of consumers in Bangkok in term of transferring channel. Moreover, findings also found that corporate image does not have an effect on decision to use global outward and inward transfer service of consumers in Bangkok.

Keywords: Marketing Mix, Corporate Image, Global Outward and Inward Transfer Service

1. Introduction

At the present time foreign trade is important to drive a country's economy. Foreign trade means export and import activities in economic system. Export activity is to sell goods or service to overseas and take revenue from abroad to inflow to the country but revenue at here is foreign money which had to converse to local currency. In addition, importing activity is when the country has neither sufficient goods nor raw material the entrepreneur has to source or import from overseas and has to pay money through money transfer agent. Foreign trading activities, an exporter has to converse foreign money to local money and an importer has to converse local currency to foreign money via agency. When foreign transaction activity occurred, money will also be transferred immediately via money transfer agents authorized by the ministry of finance are classified into 2 types:

First, foreign money transfer agent is an agent who get permission from Ministry of finance such as Thai Post office, Western Union by Central Department Store and etc. The main objectives of money transfer are for buying goods, supporting family, travelling or other service. However, amount is not exceeded 800,000 Baht / day. Second commercial bank, money changer or juristic person who get permit from Bank of Thailand for sell-buy foreign money, deposit-withdraw foreign money, lending-borrowing from abroad and transfer foreign money for paying goods and service, foreign investment both direct investment and portfolio

investment and other objectives [1]. There is a variety of service in commercial bank more than money transfer agent. At the present time the commercial bank has to encounter many changing situations such as economic fluctuation, policy Interest rate cutting by Bank of Thailand, fee reconstruction, new law or new regulation enforcement from government, Commercial electronic digital banking and others. These situations intense a competition among the commercial bank and have to improve products and service by launch new product, new promotions to attract and keep old customer to use bank service. This study, thus, intends to investigate the decision to use global outward and inward transfer service of consumers in Bangkok. In addition, the objective is to determine the impact of marketing mix and corporate image on making a decision to use global outward and inward transfer service in Bangkok. Understanding these affects is important for both theoretical and practical reasons. This research can support marketing management theory and help practitioners plan and develop more effective marketing strategy.

2. Literature Review

2.1 Marketing Mix

The concept of marketing mix can define as controllable of variables that the organization can use to effect on the buyer's response to product or service can be defined marketing mix as a term to use describe the combination tactics use by business to realize its goal by marketing its products or service effectively by a business to realize its goal by marketing its product or services effectively to a particular target customer group [2]. Theories of marketing management and strategy need to evolve and change to keep pace with changes in marketplace and in marketing practice [3]. Central to marketing management is the concept of marketing mix. The marketing mix is not theory of management that has been derived from scientific analysis but a conceptual framework which highlight the principle of decisions for marketing managers to configure their offerings to suit customers' needs. [4].



Adapted From: Palmer (2004) [4].

Organization image is contest concept in interdisciplinary upon organization communication, corporate communication, organization, marketing, and public relation studies. Organization image is seen as impression of an organization that exists among stakeholder classified by “construed external images” and “desired images” the relationship between organization image and organization identify at both the collective and individual level and outline current debate around the linkages between image and “reality” [5]. From research of Factor that determine the corporate image of South African banking institute [6] said that the process of corporate image formation is regulated by the corporate personality which consist of tree group of elements. First are conscious behavioral identity cues, such as customer service. Second are need-satisfying products or service and the last are visual cues, such as corporate name, logo,

and slogan. The research result confirmed the assumption that corporate behavior and corporate visual identity contribute to corporate image.

3. Methodology

3.1 Conceptual Framework

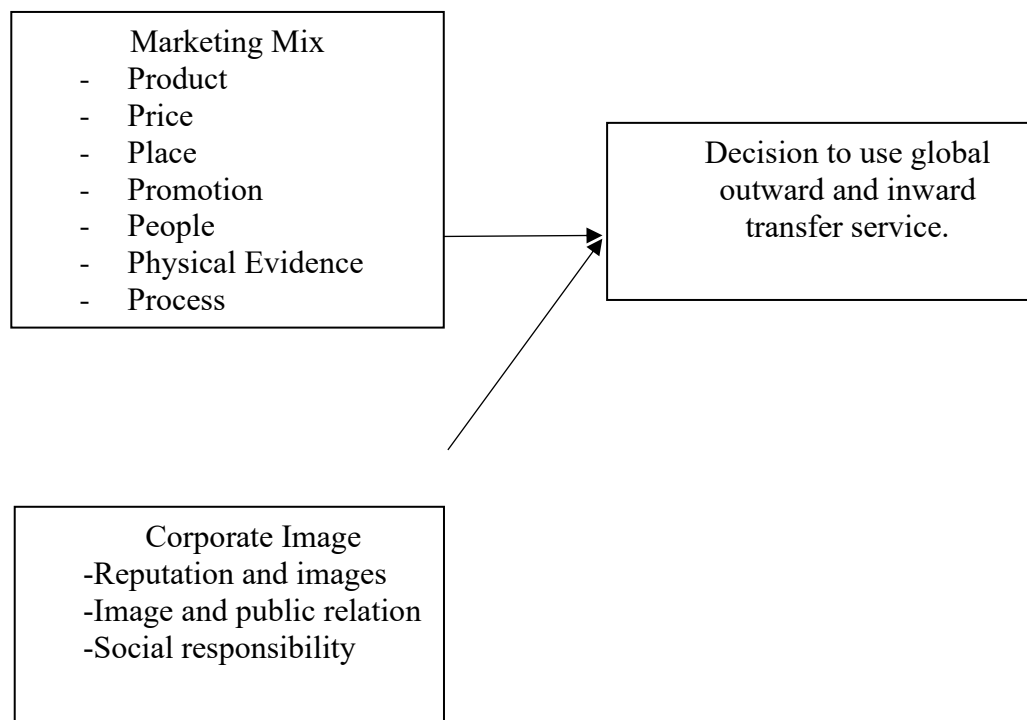


Figure 1: Conceptual Framework

3.2 Population and Samples

The target population of this study comprised consumers who lived in Bangkok had used global outward and inward transfer service. The sample sizes were calculated using the formula of Cochran [7] with 95% confidence level and $\pm 5\%$ precision. Thus, a sample size of at least 385 consumers would be necessary. To compensate for non-response, 400 questionnaires were distributed. Non-probability sampling method, namely convenience sampling technique was employed for collecting data from 400 consumers who use outward and inward transfer service in Bangkok.

3.3 Research Instrument

The method of collecting data is questionnaire consisted of 4 parts which were demography characteristic, decision to use global outward and inward transfer service with close end question, marketing mix factor and corporate image with rating scale with 5 points level from strongly disagree to strongly agree.

3.4 Method of Analysis

Descriptive statistics comprising of frequency and percentage were utilized to analyze the data and Chi-Square was used to test the hypothesis.

4. Results

4.1 Demographics of Respondents

The sample contains 60.5% of female and 39.5% of male. Mostly of respondents were in age

between 35-44 years old (28.3%). Mostly respondents were in private sector job (53.3%) with having income more than 50,000 Baht per month (52.5%). Mostly of respondents had post graduate degree (49.0%) and were married (46.5%).

4.2 Decision to Use Global Outward and Inward Transfer Service

Table 1: Decision to use global outward and inward transfer service

Decision to use global outward and inward transfer service		n	%
Transferring Channel	Commercial Bank	140	35.0
	Mobile Banking	66	16.5
	Payment Gateway (e.g.VISA MASTER CARD)	104	26.0
	P2P (e.g.Western Union, Money Gram, Thailand Post)	26	6.5
	E-Wallet	64	16.0
	Sending money to family	48	12.0
	Paying for goods and services	162	40.5
Transferring Objective	Paying for tuition fees and educational expenses	53	13.3
	Foreign investment	7	1.8
	Travel expenses	102	25.5
	Buying property	13	3.3
	Donating	15	3.8
Transferring Frequency	1-2times a month	127	31.8
	3-5times a month	120	30.0
	6-10times a month	76	19.0
	More than 10 times a month	77	19.3
Transferring Amount	Less than5,000Baht each time	112	28.0
	5,001-20,000Baht each time	115	28.8
	20,001-50,000Baht each time	56	14.0
	More than50,000Baht each time	117	29.3
Transferring Fees	Less than400Baht each time	154	38.5
	401-1,000Baht each time	158	39.5
	1,001-2,000Baht each time	66	16.5
	More than2,000 Baht each time	22	5.5

Table 1 presents the analysis of decision to use global outward and inward transfer service of consumers in Bangkok. Most respondents regularly used global outward and inward transfer service via commercial bank (35.0%), followed by payment gateway (26.0%). Most of them used global outward and inward transfer service for paying goods and services (40.5%). Most of them used global outward and inward transfer service one to two times a month (31.8%), followed by 3-5 times a month (30.0%). The majority of respondents usually transferred approximately more than 50,000 Baht each time (29.3%). Most of them usually pay for transferring fees of 401-1,000 Baht (39.5%).

4.3 Marketing Mix

Table 2: Marketing Mix

Marketing Mix Factors	\bar{x}	S.D.	Rank
Product	3.59	0.434	3
Price	3.96	0.835	1
Place	3.19	0.838	6
Promotion	3.32	0.750	5
People	3.33	0.394	4
Process	3.63	1.168	2
Physical Evidence	2.80	0.909	7
Total	3.43	0.230	

The analysis of the important level of marketing mix factors on the decision to use global outward and inward transfer service is presented in Table 2. The most important marketing mix factor on decision to use global outward and inward transfer service is Price, followed by Process, Product, People, Promotion, Place, and Physical Evidence, respectively.

4.4 Corporate Image

Table 3: Corporate image

Corporate Image	\bar{x}	S.D.	Rank
Reputation and image of service provider	2.78	1.49	3
Image public relation of service provider	3.38	1.542	1
Social responsibility of service provider	3.15	1.456	2
Total	3.11	0.981	

The analysis of the important level of corporate image on the decision to use global outward and inward transfer service is presented in Table 3. In overall, the important level of corporate image on the decision to use global outward and inward transfer service is at medium level. The most important corporate image on decision to use global outward and inward transfer service is Image public relation of service provider, followed by social responsibility of service provider and Reputation and image of service provider, respectively.

4.5 The Results of Hypothesis Testing

Hypothesis1: Marketing mix factors have an effect on decision to use global outward and inward transfer service of consumers in Bangkok.

The analysis of the first hypothesis testing using Chi-Square is presented in Table 4. According to the test results, People, Process, and Physical Evidence have an effect on decision to use global outward and inward transfer service of consumers in Bangkok in term of transferring channel. Moreover, findings also found that corporate image does not have an effect on decision to use global outward and inward transfer service of consumers in Bangkok.

Table 4: The results of the first hypothesis testing

Decision to use global outward and inward transfer service	Marketing Mix Factors						
	Product	Price	Place	Promotion	People	Process	Physical Evidence
Transferring Chanel	Sig=0.23	Sig=0.06	Sig=0.41	Sig=0.05	Sig=0.00*	Sig=0.00*	Sig=0.04*
Transferring Objective	Sig=0.53	Sig=0.69	Sig=0.13	Sig=0.58	Sig=0.33	Sig=0.26	Sig=0.79
Transferring Frequency	Sig=0.15	Sig=0.71	Sig=0.94	Sig=0.93	Sig=0.20	Sig=0.23	Sig=0.82
Transferring Amount	Sig=0.32	Sig=0.04*	Sig=0.01*	Sig=0.94	Sig=0.97	Sig=0.86	Sig=0.93
Transferring Fee	Sig=0.47	Sig=0.61	Sig=0.38	Sig=0.16	Sig=0.83	Sig=0.76	Sig=0.80

*Significant at 0.05 level

Hypothesis2: Corporate image has an effect on decision to use global outward and inward transfer service of consumers in Bangkok.

Table 5: The results of the second hypothesis testing

Decision to use global outward and inward transfer service	Corporate Image
Transferring Chanel	Sig=0.44
Transferring Objective	Sig=0.25
Transferring Frequency	Sig=0.86
Transferring Amount	Sig=0.22
Transferring Fee	Sig=0.99

Table 5 presents the analysis of the second hypothesis testing. The results of hypothesis testing indicate that corporate image does not have an effect on decision to use global outward and inward transfer service of consumers in Bangkok.

5. Conclusions and Implications

This study found that marketing mix factors have an effect on decision to use global outward and inward transfer service of consumers in Bangkok. It is also found that the most important marketing mix factor on decision to use global outward and inward transfer service is Price, followed by Process, Product, People, Promotion, Place, and Physical Evidence, respectively. From the result price factor is most important because most of the **consumer does** not go to use global outward and inward transfer service often and transferring in big amounts can reduce fee of service. When planning the marketing strategy, financial institution therefore, should focus on pricing strategy. For example, they should charge suitable transferring fees. Moreover, financial institution should provide transferring application that easy to use with high security for customer confidential. The results of this study also found that the most important corporate image on decision to use global outward and inward transfer service is Image public relation of

service provider, followed by Social responsibility of service provider and Reputation and image of service provider, respectively. Financial institution thus should pay the attention on building a positive reputation.

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The Studying of Tools and Elements for Creating Digital Marketing Strategies for Community Enterprise Development

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Abstract

In Thailand, community enterprises have been traditional resource management concepts based on cultural capital and social capital. The primary objectives are to encourage people in community to be independent, by producing various products for their everyday use and for trading between members in community. Things are changing under current global circumstances though, products producing internally in the community for their everyday use and trading cannot fit their needs anymore. Besides, there also redundant product producing in community such as, soap, shampoo, detergent that cannot be turned to cash for purchasing other products or services that cannot be produced in the community. In addition to economic situation in Thailand that suffering from regressing growth rate due to the COVID-19 pandemic, therefore community enterprise could not depend only on their internal market, but they must expand their services and products to outside market as well. This research would present to possibilities of practicing Digital Marketing to create marketing tools and strategies. These marketing tools would drive community enterprise to transcend traditional way to modern way and raise the overall economy of the community. This article could be used for further reference for creating Digital Marketing on Thailand's community enterprise in next phase.

Keywords: Community Enterprise, Digital Marketing, Marketing Tools

1. Background and Significance of the Problems

The 12th National Economic and Social Development Plan (2017-2021(NESD)) stated about strategies to creating fairness and reducing inequality in society. By encouraging low-income population to increase more opportunities in order to access public services and establish occupations according to philosophy of the sufficiency economy. Community could participate in social capital management and develop their competitive abilities in productions and services in public sectors. Considering the approaches according to the 12th NESD Plan, it is to encourage community that has common way of life and strong communication between members to live their economy life. Based on their origins to develop products and services from their cultural capital and social capital resource management. It had been focusing on self-reliance principle [2]. This practice is consistent to community enterprise principle according to the Community Enterprise Promotion Act, 2005.

This is to strengthen the community through business activities that community should determine their own community development strategies. The performance of Thailand in the past had shown that many community enterprises could be able to develop themselves to sustainable communities while preserving their way of life, traditions, cultures, and local wisdom altogether [8].

However, the economic development of Thailand has been changing based on globalization.

This changing affects in both national and community economy, even community enterprises must adapt to dynamic circumstances. The recent global situation in entering global digital era, various technologies has been dominating and influencing lifestyle and business operating as a giant leap. This resulted in an online business model that using technology tools vial online network system, such as electronic commerce (E-commerce). All kind of businesses will move from their original platforms to online business operations even more in the future. Although community enterprises in Thailand are still focusing on products and services for self-reliance, the development in making process and cooperation with other related agencies would help expanding to business model outside community [9]. To achieve that, Thailand could develop appropriated digital marketing strategies that could be able to apply to community enterprises in Thailand. The community enterprises may have various contexts in each area, such as cultures, traditions, resources, geosocial, and social factors. Applying the appropriated strategies could lead to a giant leap in progress, elevating economy from the foundation level that could affect national economic development and sustainable community in the long-term. This article would present tools and fundamental elements leading to study and research in developing digital marketing strategies for community enterprise development in next phase.

2. Community Enterprise

The Community Enterprise Promotion Act, 2005. “Community enterprise” means the community’s business relating to product manufacturing, service rendering or other businesses undertaken by a group of persons having a relationship with each other who share common ways of life and join together to conduct such business, whether it is a juristic person in any form or a non-juristic person, for income generation and self-reliance in the family, in the community and across the communities, in accordance with the criteria prescribed in the Notification by the Board. This could mean that, on the other hand, community enterprise organizes a new economic system aiming to generate income, to build self-reliance ability, and to reduce living cost of members in community. These would benefit fundamental security of the country by strengthening economy from the ground level and encouraging occupation opportunities. Community enterprise originally focused on replacing purchased consuming products, for example, dishwasher detergent, household soap, and simple manufacturing products. In conclusion, commodity enterprise is capital management which has 8 significant characteristics. 1) Owned by community. 2) Initiated by community. 3) Mainly using community fund. 4) Using learning process as think basis. 5) Using local wisdom and global knowledge altogether. 6) Mainly using local materials. 7) Connected with community activities. 8) Self-reliance [9]. Community Enterprise Promotion Division (Department of Agricultural Extension, 2021), there are 133,707 registered community enterprises in Thailand. 117,934 community enterprises are registered under agricultural group category, and 15,773 community enterprises are registered under service group category. However, even there are many community enterprises that have significant roles in career development, creating jobs, and increasing more income to members in communities. Aiding more income on both province and country levels. It has been acknowledged that community enterprises could be solutions to eliminate poverty under this economy crisis circumstance of the country [6]. Unfortunately, they are not as successful as it should be. Problems and obstacles such as internal management, production management, finance and accounting, and marketing management could be found regularly [1].

Therefore, in order to raise the level of community enterprise managements to develop with giant leap in accordance with current situations and Thailand 4.0 policy, developing under the global trends by encouraging technology and digital tools integration with community enterprise original foundation is a must. These would help community enterprises to find

solutions in various problem and obstacles.

3. Digital Marketing

Digital marketing is a marketing model using several tools, technologies, and online media to increase reach of target customers, to present products and services, to establish customer engagement, and to increase sale by using discrete digital strategies. It is the tool for marketer to communicate with customers. To inform customers so customers about products and services. Digital marketing could be utilized for public relation and carrying out several business activities by electronic tools [7]. Since recent customers have been spending more time online, Digital Marketing has become the marketing model that interesting many organizations. These organizations have been adapting their traditional marketing model by focusing on target customers and increasing the efficiency of communication. They are intending to not just present information to customer but to create a decent experience for customers in many aspects. For example.

3.1 Fast / Instant Communication.

Digital marketing could be utilized for swift advertising and informing products and services; besides that, it could be utilized to handle customer dissatisfaction problems. It could be utilized to answer target customer questions, or even non-target customer questions that inquiring various information. Communication via Facebook Messenger, Line Official Account, and Chat Window in Official Website could help expanding exceptional customer experiences.

3.2 Direct Communication.

Reaching target audience preciously and spontaneously and accessing to customers who are in process of making decision for purchasing. Nowadays, social network platforms such as Facebook, Official Line Account, and Instagram could be a source of target customers or customers who are interested in products or services of organizations and want to study products or services information before making a purchase. Therefore, organizations could use this channel to inform customers about brand new products or promotions immediately and preciously. And could be done at any given time.

3.3 Instant Feedback and evaluation.

Digital marketing could evaluate the effect of advertised target customers directly from views or customers pressing emoticons in Facebook. There is no need in hiring data collecting company as in the past. As well as being able to immediately acknowledge information about amount of order from each promotion. For example, company A marketed their products via “L” application by 12/12 discount. It could be able to evaluate and measure marketing results by obtaining from the number of visiting customers and orders immediately.

However, when considering the Internet usage behavior of Thai population, it had been found that in 2020 most of Thai population had been spending time online 10 hours and 22 minutes on average. This average time spending online is more than 150% increasing from 2019. The other significant statistics have shown that 60.60% of Thai population have been purchasing products and services online. And 91.2% of Thai population have been using the Internet with Social Media such as Facebook, Line, and Instagram (Electronic Transactions Development Agency, 2020) including the survey of the current electronic commerce (E-Commerce) value in Thailand, the growth rate is between 8-10% and growing constantly. There is a greater trend in doing business via online media (Chongko Donladpun and Vissanu Zumitzavan, 2020). This reflects the behavior of population and products and services consumers that have been changing in the period of time according to current global situation. Most of businesses have

been adjusting their business cores in proportion to that behaviors. This can be seen that large, medium, and small companies have offered their products and services via any programs or applications, collectively known as "online network media", which has been significantly increasing nowadays. Considering the features of Digital Marketing, trend of consumer behaviors, and trend of changing business practices, adapting Digital Marketing to determine marketing strategies for community enterprises could be the possibility to help raising the level of community enterprises to overcome limitations and obstacles by applying systematic research.

4. Digital Marketing Tools (Digital Marketing Channels)

While implementing Digital Marketing to plan business strategies, it is important to consider the appropriated tools or digital channels that would be used, to choose the right one that suitable for target customers and potential. The right tools and digital channels would increase opportunities and reduce operation costs, even small businesses that have tight budgets could effectively generate customer awareness and expand customer base. Digital marketing in term of economic, scholars often cite some of the more popular programs in online marketing analysis such as Google Analytics, HubSpot Email Marketing, and Get response. But for community enterprises in Thailand, using of these programs or tools could be time consuming and need preparation in advance both in terms of knowledge and technological readiness. This article would discuss on characteristics or Digital Marketing Tools that are appropriated to be applied on community enterprises in Thailand as shown in Table 1.

Table 1: Digital Marketing Tools

Digital Marketing Tools	Concept
Website and Landing Page	Host or Server registered on Worldwide Web with Internet hosting services and could build their own website.
Content Marketing	Any form of marketing that creates and shares content marketing through variety of formats, especially in online media.
E-Mail Marketing	Sending branded commercial messages directly to customers. This must contain the addresses of the sender and recipient via the Internet. To create customer awareness, to make purchasing decision, and to generate brand loyalty.
Search Engine Optimization (SEO)	Database of WWW used for gathering web page search index statistics to be top-ranking in search results.
Social Media Marketing	A medium on the Internet, built on the basis of Web 2.0 technology that allows general people to participate, create, and exchange their ideas.
Blog/Vlog	Recording your own story as Personal Journal on websites, could be in any written forms or shooting as a movie/video.

Source: Pornpan Tarnprasert (2018)

5. Implementing Digital Marketing to community enterprises

While taking Digital Marketing into consideration in developing community enterprise Digital Marketing strategies, it should be gradually and systematically performed since there are limitations in capabilities and management as proposed earlier. [5] Suggested a solution to imply digital innovative technologies and startups to encourage community enterprise capabilities. With the fundamental notion that the main factors for community enterprises are products and services. The process that would aid technology implementation to marketing should consist of 5 elements called Smart Model. Smart Model are as per following.

5.1 Social Media.

Consideration on using social media as a business communication tools, providing Public Relations (PR) about products and services to targeted customers.

5.2 Marketing Tools.

Selecting appropriated marketing tools, for example, to determine market positioning by using STP-Marketing tool.

5.3 Assistants.

To have a mentor agency. This could be from government agencies, private sector, or local educational institutions that have knowledge or expertise in technology and digital innovations.

5.4 Reviewer and Influencer.

To introduce products and services from consumer's side, or reviews from customers who have gained experiences from using products or services of community enterprises.

5.5 Technology.

To imply technology or digital innovations in management system, for example, using personal computers or online database to store data.

This processes according to these elements must be an integrated operation. It should be taken into consideration in order to formulate strategies or action plans to provide concrete actions that community enterprises could utilize Digital Marketing effectively.

6. Limitation of Digital Marketing for Thailand's Community Enterprise

Having discussed in the beginning of this article about problems and obstacles of community enterprises, when considering in conjunction with the concept of Digital Marketing. While Thailand would be developing Marketing for Thailand's Community Enterprise, it is not only considering choosing Digital Marketing Tools, Digital Marketing Channel, and utilization the advantage of various technological developments. There are other considerations about limitations that may have direct and indirect impacts on operations.

6.1 Regulation, Law and Government Policy.

Formerly, community enterprises had not been considered as legal entities under the Civil and Commercial law. There were resulting in problems in conducting business activities. The Community Enterprise Promotion Act, 2005 had been declared to promote any operations of community enterprises so they could conduct their business activities such as goods manufacturing, services, and any other type of activities, as a legal entity or not, to generate more income and achieve more self-reliance. However, according to The Community Enterprise Promotion Act, 2005, community enterprises have not been considered as legal

entities under the Civil and Commercial law. As a result, they could not establish their business strength. Community enterprises are unable to do legal contracts with other organizations, unable to hold any assets, and unable to access to funds that could enrich their productions and services [9]. And according to research of Monpaporn Phunamuang and Sathaphon Mongkhonsrisawat (2020) that had been studying on the sticky rice farmer community enterprise in Kalasin province. Researchers have been finding that the major problems and limitations in community enterprise development are the Government policies and support, in both budgets and continuously promote quality and standard development. Even these are important factors that could develop sustainable marketing of community enterprises.

6.2 Infrastructures

Although many community enterprises have been success in their operations, there are things to consider in order to raise the standard and development. Infrastructures in community enterprises had been originally designed to support only small amount of products and services. In the country level, infrastructures such as developing transportations routes for better product conveying and easy-to-access services for customers, and development for more comprehensive and stable internet service network nationwide. Because even community enterprises could be able to develop the most suitable Digital Marketing Strategy or be able to choose the most appropriated and effective Digital Marketing Tools, but if the online network, that is the main road of data transmission, could not be utilized. Then it would be forcing community enterprises to travel on rough and difficult routes to their destination.

6.3 People

The essential core of community enterprise is cooperation of members in community. Cooperation of members in terms of wisdom, cultural capital, and their heritages from generation to generation. By sharing their decision and cooperation, therefore people would be main structure of community enterprise. There are currently found that most of members are in middle age to elderly range. This could be a limitation to imply Digital Marketing Strategy into actual practice. This obstacle could be resolved by preparing in terms of attitude, capability development, and readiness for technology and digital tools utilizations.

6.4 Basic Marketing Elements

The objective of modern community enterprise development is to provide their potential products and services via online media to present to target customers who are people living outside of the community. But until recently, community enterprises had only intended to supply the usage and exchange in community. Therefore, the basic marketing elements are obstacles that community enterprise must overcome. For example, using STP-Marketing as targeting customers and market selection basis, or focusing on Marketing Mix. Chongko Donladpun and Vissanu Zumitzavan, (2020) stated that the online consumer groups tend to pay more attention toward Marketing Mix (6P's) including Product, Price, Place, Promotion, Personalization, and Privacy. Producing products and services should be considering about the needs of market and consumers, manufacturers must develop products and marketing channels together with Digital Marketing to increase abilities in competitiveness with other products and services from other businesses.

7. Conclusion

The development of community enterprises is to transcend traditional manner into a new path aiming to raise the economic well-being of communities. Even in the traditional manners, community enterprises had been focusing on sufficiency economy philosophy that base on

producing goods to reduce purchasing and earn enough income for sustainable living. But in any given current economic and circumstances, this is necessary to promote a transformation of community enterprises while maintaining their original foundations. To add value to their whole process for both social and economic profits to members in communities. This article would focus on taking Digital Marketing Tools into consideration as significant devices to encourage community enterprises to overcome their various problems obstacles. The conceptual framework can be summarized as shown in Figure 1.

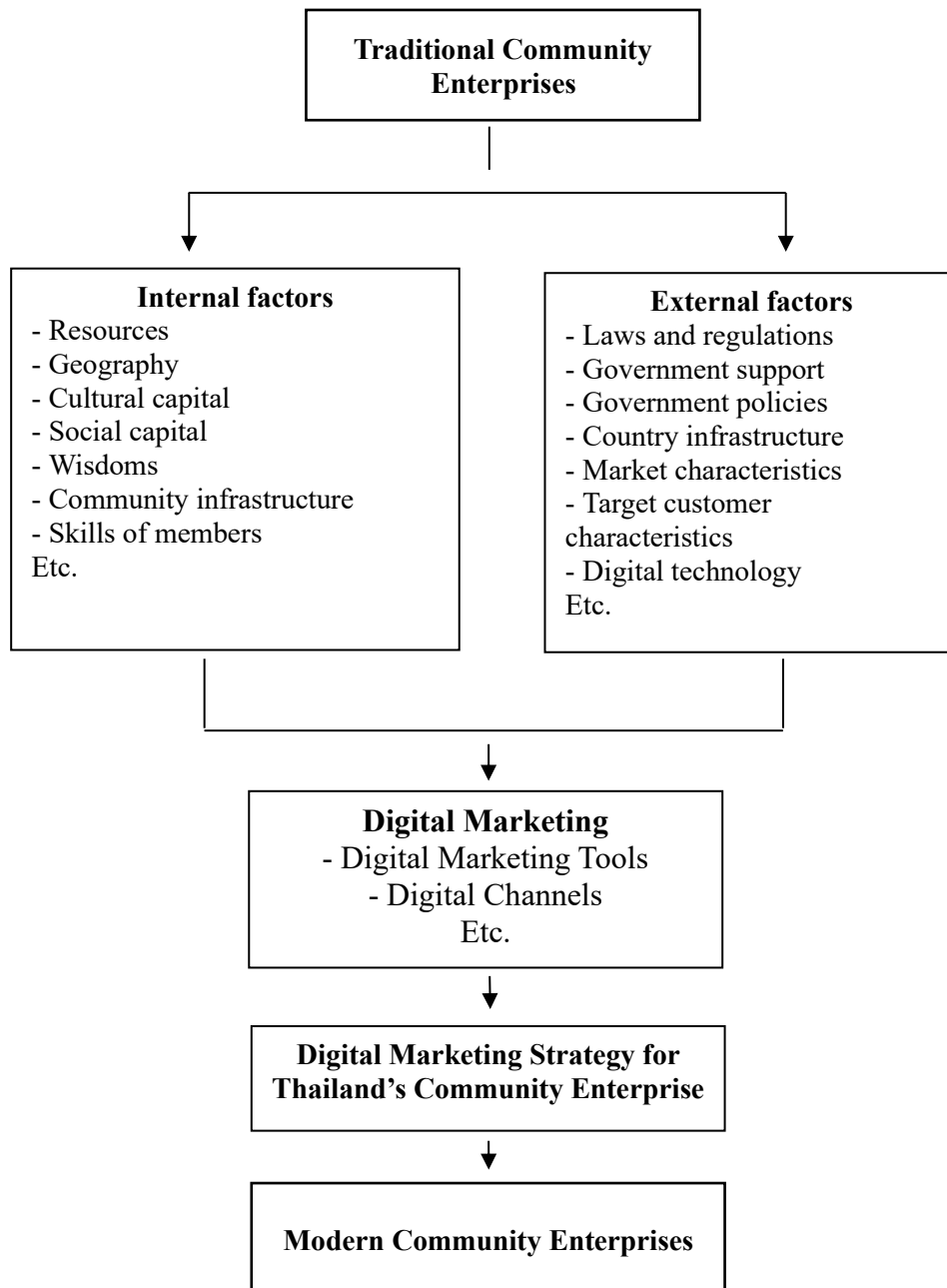


Figure 1 Summarized of relationship between tools and components forming Conceptual Framework for creating digital marketing strategies for community enterprises in Thailand.

Figure 1 illustrates the fundamental concepts from the synthesis the characteristics of community enterprises and digital marketing. There are many factors to consider on implementing Digital Marketing to Digital Marketing Strategy for Thailand's Community Enterprise, starting from internal factors in community enterprise management. For example, resources, geography, cultural capital, social capital, wisdoms inherited from generation to

generation, community infrastructure readiness, and skills and capabilities of members in the communities. And from external factors that support and encourage community enterprise operations. For example, laws and regulations, government support, government policies, country infrastructure, market characteristics, and target customer characteristics. This conceptual framework is only fundamental framework that could be adapted according to differences between communities, from resources, geography, cultural and social capital. Developing Digital Marketing Strategy could obtain an appropriated research processes for community enterprises in each area. This could synthesize Digital Marketing Strategy for Thailand's Community Enterprise that is flexible and could be adapted to community enterprise diversity and could be adapted to rapidly changing situations of society and technology. Encouraging these strategies would result in turning community enterprises to modern community enterprises that could benefit on quality of life in both community society and economic, and on the national level eventually.

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The Effect of Personality Traits and Entrepreneurial Motivation on Entrepreneurial Intention of Generation Z

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Abstract

This paper aims to investigate the effect of personality traits and entrepreneurial motivation on entrepreneurial intention of generation Z in Thailand. A quantitative study was carried out and data were obtained through questionnaires. The research samples were 400 Thai people who were born after 1995. Data resulted from research questionnaire, were analyzed by the use of frequency, percentage, mean, standard deviation, and multiple regression analysis. Findings reveal that personality traits have significant and positive effect on entrepreneurial intention of generation Z in Thailand. When considering in details, Need for Achievement has the most effect on entrepreneurial intention of generation Z in Thailand, followed by Internal Locus of Control, Tolerance for Ambiguity, and Sense of Independence, respectively. The results from multiple regression analysis also found that both of entrepreneurial motivation, which are Intrinsic and Extrinsic motivation have significant and positive effect on entrepreneurial intention of generation Z in Thailand.

Keywords: Personality Traits, Intrinsic Motivation, Extrinsic Motivation, Entrepreneurial Intention

1. Introduction

In business world today cut-throat competition in existing industries turns the ocean bloody red. Many companies are vanished. Many people lost the jobs and also are unemployed. Obviously, entrepreneurial activities play a significant role in helping to create jobs and grow the economy [1]. Many national funds promote entrepreneurial projects aiming at fostering entrepreneurial actions by individuals. These make many people turn to be entrepreneur by themselves especially for generation Z. Generation Z are those who was born in 1995 or later [2]. Gupta and Gulati [3] defined generation Z as the “Digital Natives” which are bombarded with digital technologies and are considered to be tech-savvy. Growing up with technology make them dissimilar to preceding generations. As such, this generation has unique expectations, experiences, lifestyle, and values. They are characterized as confident, high self-esteem, awareness towards latest trends, early adaptors o technology, globally connected, acceptance towards diverse populations and have a concerned about environmentally safe products. They also believe that they should be the employer than the employee because they think they have all source of good and update information from internet just one click. They are a Do-It-Yourself generation [4].

Entrepreneurship begins when an individual decides to undertake a new venture, therefore to fostering greater entrepreneurship, it is necessary to understand how individual reaches the decision undertake a new venture. Studies of entrepreneurship have shown significant links between personality traits, motivation and entrepreneurial intention [5], [6], [7], [8], [9]. These previous studies have also shown the personality and motivation on the intention to be entrepreneur also should be the key to success it. Personality traits are conceived as a set of dynamic, self-regulatory systems that emerge and operate over the life course [10], as such these traits influence individual to participate in entrepreneurial activity [11]. This study, therefore, intents to test the predictive value of five characteristics frequently associated with

entrepreneurs and entrepreneurship: risk taking, need for achievement, sense of independence, internal locus of control, and tolerance for ambiguity. This study also aims to investigate the association of motivation and entrepreneurial intention since entrepreneurial motivation is not a well-researched area of entrepreneurship science [12]. Exploring how personality traits and motivation impact entrepreneurial intention of Generation Z in Bangkok, thus can illuminate our understanding of how and why individuals become entrepreneurs. In accordance with the discussion, the key objectives of this research are to conduct an empirical study on Generation Z in Bangkok in order to identify the critical factors that enhance entrepreneurial intention. Key research questions are as follows:

RQ1: What is the effect of personality traits on entrepreneurial intention of Generation Z in Bangkok?

RQ2: What is the effect of motivation on entrepreneurial intention of Generation Z in Bangkok?

2. Literature Review

For the research process, the literature review is the significant part of it. It requires the researcher to make both good judgments and evaluations of each piece of the work and organize those ideas and findings that will be the most value for the review. In order to measure the effect of personality and motivation on the intention to be entrepreneur, the related body of literature is reviewed. This part begins by highlighting the main description of generation Z, then, the components of personality – that are risk taking, need for achievement, a sense of independence, internal locus of control, and tolerance for ambiguity. Then, concept of motivation, including the intrinsic and extrinsic motivation. Finally, description of entrepreneur.

2.1 Generation Z

Generation Z is the demographic group succeeding Millennials and preceding Generation Alpha (loosely, people born from 1995 to 2010) [13]. The Generation Z is the most ethnically diverse and technologically sophisticated generation [4]. The study of Agarwal & Vaghela [4] reveals that Generation Z value independent tasks and therefore does not find it essential to be supervised. For them salary and designation are important but not the only motivators to work. They want to work to get appreciated and do something for the wellbeing of their company and therefore competition with peers is not very important to them. Besides, the emergence of e-commerce is an interesting fact that majority of the business players are young people which is still considered as part of generation Z who are highly adapted to technology and use it as their instrument.

2.2 Personality Trait

According to Encyclopedia of Psychology [14], personality refers to individual variances in characteristic forms of thinking, feeling and behaving. For this research the study of personality will focus on risk taking, need for achievement, a sense of independence, internal locus of control, and tolerance for ambiguity.

- Risk taking is the action or circumstance of doing something that involves danger or risk in order to accomplish a goal [15]. People with higher levels of risk tolerance are more motivated to be self-employed.
- Need for achievement is an individual's wish for major accomplishment, conquering of skills, control, or high standards [16]. Individuals with high need for achievement as those preferring to be personally responsible for solving problems, setting goals and reaching these goals via their own efforts.
- A sense of independence is freedom from outside control or support [15].

- Internal locus of control is the degree to which people consider that they, as opposed to external powers (beyond their inspiration), have control over the result of occasions in their lives [17].
- Tolerance for ambiguity can be well-defined as the degree to which an individual is relaxed with doubt, irregularity, disagreeing directions, and numerous demands [18].

2.3 Motivation

Motivation is a powerful influence for actions, willingness, and goals. Motivation is derived from the term motive, or a need that involves satisfaction [19].

- The intrinsic motivation is the action of undertaking something without any recognizable external prizes. People do it because it's pleasurable and interesting, rather than because of an external incentive or stress to do it, such as a incentive or deadline [20].
- The extrinsic motivation is reward-driven performance. It is a form of operant conditioning. Operant conditioning is a pattern of behavior modification that utilizes rewards or penalties to increase or decrease the probability that specific actions will return [20].

3. Research Methodology

3.1 Conceptual Framework

Depending on the above literature review, the proposed model is shown in Figure 1.

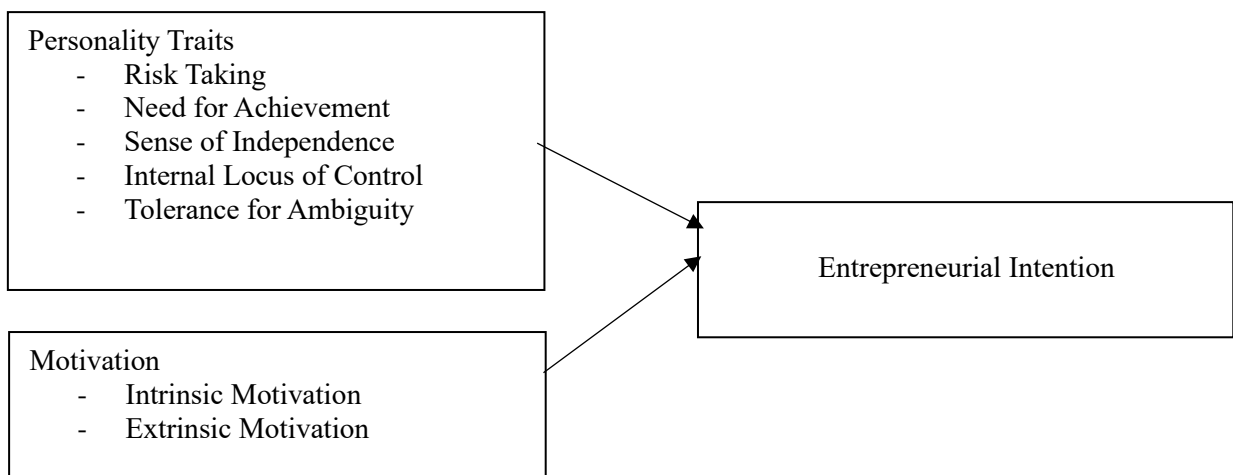


Figure 1: Conceptual Framework

3.2 Sampling and Data Collection

The target population of this study comprised Thai people who were born after 1995. According to Prachachat Online [21], there were approximately 13 million generation Z in Thailand. The sample sizes were determined using the Table of Krejcie & Morgan [22]. Quota sampling technique was employed for collecting data from 200 male and 200 female who were born after 1995.

3.3 Research Instrument

The method of self-administered structured questionnaire consisting of closed-ended questions was used to collect the data. For all measures, a five-point rating scale was employed. To assess questionnaire reliability, reliability coefficient was calculated by Cronbach's alpha. Alpha Cronbach of variables was personality traits 0.89, entrepreneurial motivation 0.80, and entrepreneurial intention 0.83. These show that the questionnaire has the required reliability.

3.4 Method of Analysis

Descriptive statistics comprising of frequency, percentage, mean, and standard deviation were utilized to analyze the data and stepwise multiple regression analysis was used to test the hypotheses.

4. Results

4.1 Demographics

A total of 400 questionnaires were distributed and all of them were returned (100% response rate). Of these respondents, 200 were male and 200 (50.0%) were female (50.0%) as designed. The majority of respondents graduated bachelor degree (75.0%) with having income between 5,000-10,000 Baht (32.8%) A total of 55.0% of the respondents stated that their family had their own business and 19.8% of the respondents stated that they had their own entrepreneurial experience.

4.2 Personality Traits, Motivation, and Entrepreneurial Intention

Table 1: Mean and standard deviation of personality traits, motivation, and entrepreneurial intention

Variables		Mean	Standard Deviation	Level
Personality Traits	Risk Taking	3.66	0.78	High
	Need for Achievement	3.78	0.75	High
	Sense of Independence	3.96	0.75	High
	Internal Locus of Control	3.95	0.68	High
	Tolerance for Ambiguity	3.79	0.73	High
Entrepreneurial Motivation	Intrinsic Motivation	3.95	0.69	High
	Extrinsic Motivation	3.85	0.69	High
	Total	3.90	0.59	High
Entrepreneurial Intention		3.89	0.72	High

Table 1 shows the analysis of personality traits, motivation, and entrepreneurial intention. The analysis reveals that all of personality traits of generation Z in Thailand are at high level. The highest mean of personality traits is Sense of Independence, followed by Internal Locus of Control, Tolerance for Ambiguity, Need for Achievement, and Risk Taking, respectively. Moreover, it is found that in overall, generation Z in Thailand have high level of entrepreneurial motivation and their entrepreneurial intention is at high level.

4.3 Testing of Hypothesis

Hypothesis 1: Personality traits has an effect on entrepreneurial intention of generation Z in Thailand.

Table 2: The results of the first hypothesis testing

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.
	B	Std. Error	Beta		
(Constant)	1.000	0.203		4.937	0.000
Need for Achievement	0.259	0.048	0.270	5.390	0.000
Internal Locus of Control	0.213	0.055	0.202	3.841	0.000
Tolerance for Ambiguity	0.156	0.047	0.159	3.318	0.001
Sense of Independence	0.120	0.052	0.124	2.280	0.023
R= 0.592	R ² =0.351	F= 53.369		p value = 0.000	

Stepwise multiple regression analysis was used to develop a model for predicting

entrepreneurial intention of generation Z in Thailand from personality traits, which were Risk Taking, Need for Achievement, Sense of Independence, Internal Locus of Control, and Tolerance for Ambiguity. This hypothesis was supported. The results show that four of out five personality traits have significant and positive effect on entrepreneurial intention of generation Z in Thailand (p -value < 0.05) Need for Achievement has the most effect on entrepreneurial intention of generation Z in Thailand ($\beta=0.270$), followed by Internal Locus of Control ($\beta=0.202$), Tolerance for Ambiguity ($\beta=0.159$), and Sense of Independence ($\beta=0.124$), respectively. The results indicate that 35.1% of the variance in entrepreneurial intention of generation Z in Thailand can be explained by Need for Achievement, Internal Locus of Control, Tolerance for Ambiguity, and Sense of Independence ($R^2 = 0.351$, p -value=0.000).

Hypothesis 2: Entrepreneurial motivation has an effect on entrepreneurial intention of generation Z in Thailand.

Table 3: The results of the second hypothesis testing

Model	Unstandardized		Standardized	t-value	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.848	0.189		4.494	0.000
Extrinsic Motivation	.413	0.046	0.394	9.009	0.000
Intrinsic Motivation	.367	0.046	0.349	7.982	0.000
R= 0.634	R ² = 0.402	F= 132.891		p value = 0.000	

Stepwise multiple regression analysis was used to develop a model for predicting entrepreneurial intention of generation Z in Thailand from Intrinsic Motivation and Extrinsic Motivation. This hypothesis was supported. The results show that both of entrepreneurial motivation have significant and positive effect on entrepreneurial intention of generation Z in Thailand (p -value < 0.05). Extrinsic Motivation has the most effect on entrepreneurial intention of generation Z in Thailand ($\beta=0.394$), followed by Intrinsic Motivation ($\beta=0.349$). The two-predictor model is able to account for 40.2% of the variance in entrepreneurial intention of generation Z in Thailand ($R^2 = 0.402$, p -value=0.000).

5. Conclusions and Implications

The results of this study show that personality traits have significant and positive effect on entrepreneurial intention of generation Z in Thailand. Need for Achievement has the most effect on entrepreneurial intention of generation Z in Thailand. This is supported by the study of Karimi, et., al. [5] which found that personality traits emerged as the strongest distal variables to correlate with entrepreneurial intention. According to McClelland [23], individual with high need for achievement tend to be hardworking, persistent and determined with a strong desire to be successful. Thus, individuals with a high need for achievement are more likely to demonstrate entrepreneurial behavior. This study also found that Internal Locus of Control has significant and positive effect on entrepreneurial intention of generation Z in Thailand. Individuals who have marked confidence in their ability to control their environment can be expected to be attracted to the control and individual responsibility which running a business entail and thus more favorable attitude towards entrepreneurship than other individuals [5]. Moreover, this study also shows that both of intrinsic and extrinsic entrepreneurial motivation have significant and positive effect on entrepreneurial intention of generation Z in Thailand. This is supported by the study of Solesvik [9] which found the effect of perceived entrepreneurial motivation on entrepreneurial intentions. Entrepreneurial motivations refer to the desire or tendency to organize, manipulate and master organizations [24], therefore individuals with high-entrepreneurial motivation are to be more likely to become entrepreneurs. Policy makers and educators should therefore pay attention to the relevant personality traits and

motivation for the selection and training of students to become entrepreneurs.

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The Level of People's Participation at the Long Boat Racing: A Case Study of Ubon Ratchathani Province

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Abstract

The objectives of this study were to 1) study the level of people's participation 2) compare the differences of demographic factors and the level of people's participation and 3) compare the differences of environmental factors and the level of people's participation. Data were collected from 384 people who live in Nai-Mueang Sub-district, Ubon Ratchathani Province by using a questionnaire survey. In addition, data were statistically analyzed using mean, standard deviation, t-test, and one-way ANOVA. The results of the study found that:

1. There was a moderate level of people's participation at the Long Boat Racing in each participant's aspect, included decision-making aspect, operational aspect, beneficiaries' aspect, and evaluation aspect.
2. The differentiation of age and community status would affect the level of people's participation at the Long Boat Racing in receiving benefits aspect.
3. The differentiation of qualification would affect the level of people's participation at the Long Boat Racing in operational aspect.
4. The differentiation of income would affect the level of people's participation at the Long Boat Racing in receiving benefit aspect, and evaluation aspect.
5. The differentiation of the amount of the community's membership would affect the level of people's participation at the Long Boat Racing in the operational aspect and receive benefits aspect.

Keyword: The participation of People, Long Boat Racing

1. Introduction

Cultural traditions of Buddhism in the northeastern city such as Ubon Ratchathani Province has a long history and it is the foundation of expanding Buddhism with various traditions related to Buddhism, such as Candle Festival, rice ceremony merit ceremony, Phra Chao Daeng ceremony, Pee Ta Khon ceremonies and so on. But the tradition that is famous in the province is the tradition of the Long Boat Racing. By the people of the Ubon Ratchathani Province, they are considered as the procession of the the Long Boat Racing procession. It is a very important tradition and a great opportunity to create great merit. It helps to preserve the precious and beautiful culture to continue.

In the period after the end of the Buddhist Lent Merit Festival (around October), along the Mun River in the area of Ubon Ratchathani a traditional long boat races have been held. Regularly, this event holds at Rattanakosin Bridge. There is a tremendous increase popular every year, with a boat parade from local people, in order to reflect the way of life, the beauty of the Isan people.



Figure 1: Long Boat Racing
(Source: Kluanklad [1])

However, with the expansion of the city, the old or rural communities began to diminish and the values of the new generation which did not focus on the importance of old traditions. From such conditions, the people in the community will take part in the Long Boat Racing in terms of the continuation of arts and culture publicity. Therefore, people in the community are an important part of this. This research article aims to study the level of people's participation at the long boat racing: Case Study of Ubon Ratchathani Province

2. Aims

1. To study the level of people's participation at the Long Boat Racing: A Case Study of People at Ubon Ratchathani Province.
2. To compare the level of people's participation at the Long Boat Racing: A Case Study of People at Ubon Ratchathani Province, classified by personal factors
3. To compare the level of people's participation at the Long Boat Racing: A Case Study of People at Ubon Ratchathani Province, classified by environmental factors

3. Literature Review

In his research study, researchers have studied the concept of the participation process. Phuangngam [2] concluded that there were 4 steps of the people's participation include:

- 1) Participation of local people in term of finding problems and causes. If local people are still unable to know the problem and understand the cause of the problem, then establish the project to solve the problem are useless.
- 2) Participation of local people in term of planning activities. This step is more important because local people know everything about their area, without their decision the project may not run smoothly.
- 3) Participation of local people in term of operations. Joining in operation will allow rural people to think of their own operating costs and making the project possible.
- 4) Participation of local people in term of monitoring and evaluating work. If we want a good result or outstanding performance, then local people should get involved to tracking work and assessment of work in any project.

Moreover, Cohen and Uphoff [3] suggested that there were 4 steps of people's participation include step 1 is participating in the decision-making process. The first priority that needs to be done is to determine the needs. Then, the policy and related people were selected. This process needs local people to get involved because local people know related factor that can affect the policy. Step 2 is participating in the component of the operation. Local people can get involved in various functions such as resource assistance, job management, coordination and assistance. Step 3 is participating in receiving benefits. Receiving benefits including both the positive benefits and negative benefits of the project. Step 4 is participating in the evaluation. Note that, participation in the evaluation is important, the result of the evaluation process can influence the behavior of people and also affect the outcome of the project.

From the concept of the participation process that review above, researchers have come up with research framework as below:

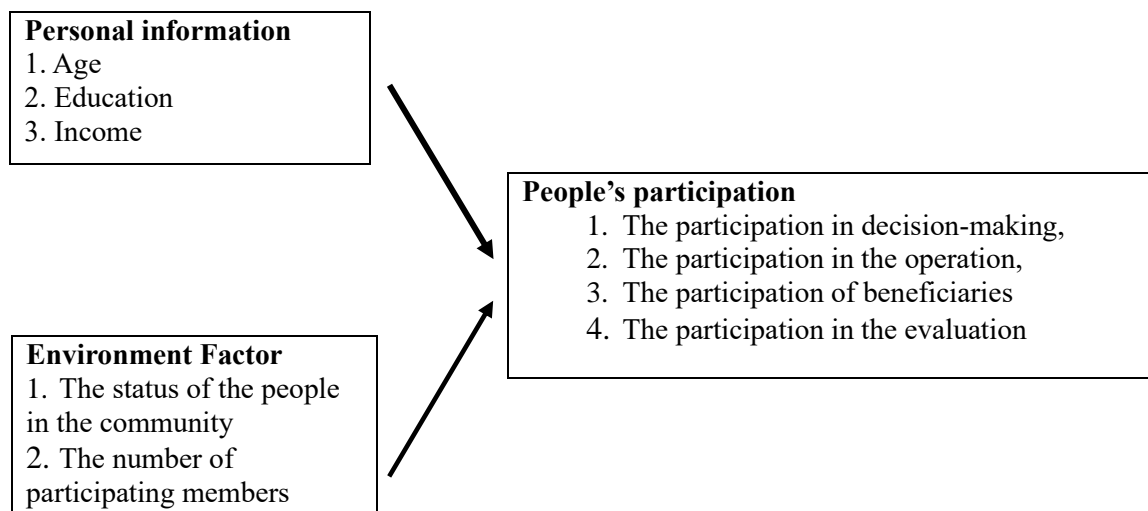


Figure 2: Framework for research.

4. Research Methodology

4.1 Population

This research collected data by using questionnaires from the population in the sub-district area in Mueang District, Ubon Ratchathani Province, Registration statistics system [4] stated that there were totally 83,173 persons.

4.2 Sample

This research randomly assigned to be the head of the family or the representative of the family by specifying the sample size from the Krejcie and Morgan table of 384 persons.

4.3 Research tools

Data collection had been conducted to create a survey (Survey Guide) to collect data..

4.4 Data analysis

The results of data analysis in this research were based on the content of each issue of the question and concludes the analysis of information in a piece of new knowledge by using descriptive analysis.

5. Research results

The results can be classified according to the following objectives.

1. Based on the findings, the level of people's participation at the Long Boat Racing: case study of Ubon Ratchathani Province, including the participation in decision-making, the participation in the operation, the participation of beneficiaries and their participation in the evaluation. The data are shown in Table 1.

Table 1: Overview of the level of people's participation at the Long Boat Racing

Participation Level	Mean	SD	Translate
Level of people's participation in the decision.	3.29	1.93	Moderate
Level of people's participation in the operation.	3.33	1.02	Moderate
Level of people's participation of the beneficiaries.	3.28	0.95	Moderate
Level of people's participation in the evaluation.	3.32	1.78	Moderate
Total	3.29	1.42	Moderate

Table 1 found that in overall the level of people's participation at at the Long Boat Racing was moderate (Mean: 3.29, SD: 1.42). When considering by item, the level of people's participation in the operation (Mean: 3.33, SD: 1.02), following by, the level of people's participation in evaluation (Mean: 3.32, SD: 1.78), the level of people's participation in decision-making (Mean: 3.29, SD: 1.93), and the level of people's participation in the beneficiaries was moderate (Mean: 3.28, SD: 0.95), respectively.

2. The study by comparing the level of people's participation at the Long Boat Racing: case study of Ubon Ratchathani Province toward personal factors, including age, education and income can be shown in Table 2 - 4.

Table 2: Comparison of the level of people's participation by age.

Participations	Variance	ss	df	ms	f	p-value
People's participation in the decision making	Between Group	1.674	3	.558	.618	.036*
	In Group	321.705	356	.904		
	Total	323.379	359			
People's participation in the operation.	Between Group	2.059	3	.686	.904	.439
	In Group	270.269	356	.759		
	Total	272.328	359			
People's participation in the beneficiaries.	Between Group	5.119	3	1.706	2.871	.604
	In Group	211.557	356	.594		
	Total	216.676	359			
People's participation in the evaluation	Between Group	.081	3	.027	.035	.991
	In Group	275.964	356	.775		
	Total	276.045	359			

* Significance level $p < 0.05$

Table 2 shows that there is a statistically significant between the mean of people's participation in the decision making with age group, with a significance level of 0.05.

Table 3: Comparison of the level of people's participation by education.

Participations	Variance	ss	df	ms	f	p-value
People's participation in the decision making	Between Group	5.292	2	2.646	2.970	.053
	In Group	318.087	357	.891		
	Total	323.376	359			
People's participation in the operation.	Between Group	5.960	2	2.980	3.994	.019*
	In Group	266.368	357	.746		
	Total	272.328	359			
People's participation in the beneficiaries.	Between Group	2.700	2	1.350	2.253	.107
	In Group	213.975	357	.599		
	Total	216.676	359			
People's participation in the evaluation	Between Group	2.754	2	1.377	1.799	.167
	In Group	273.291	357	.766		
	Total	276.045	359			

* Significance level $p < 0.05$

Table 3 shows that there is a statistically significant between the mean of people's participation in the operation with education's group, with a significance level of 0.05.

Table 4: Comparison of the level of people's participation by Income.

Participations	Variance	ss	df	ms	f	p-value
People's participation in the decision making	Between Group	3.253	3	1.084	1.206	.307
	In Group	320.126	356	.899		
	Total	323.379	359			
People's participation in the operation.	Between Group	4.949	3	1.650	2.196	.088
	In Group	267.379	356	.751		
	Total	272.328	359			
People's participation in the beneficiaries.	Between Group	4.935	3	1.645	2.766	.042*
	In Group	211.740	356	.595		
	Total	216.676	359			
People's participation in the evaluation	Between Group	6.718	3	2.239	2.960	.032*
	In Group	269.327	356	.757		
	Total	276.045	359			

* Significance level $p < 0.05$

Table 4 shows that there is a statistically significant between the mean of people's participation in the beneficiaries and the evaluation with Income's group, with a significance level of 0.05.

3. The study by comparing the level of people's participation at the Long Boat Racing: case study of Ubon Ratchathani Province, toward environmental factors including the status of the people in the community and the number of participating members can show in Table 5 - 6.

Table 5: Comparison of the level of people's participation by the status of the people in the community.

Participations	Variance	ss	df	ms	f	p-value
People's participation in the decision making	Between Group	1.159	2	.579	.642	.027*
	In Group	322.221	357	.903		
	Total	323.379	359			
People's participation in the operation.	Between Group	1.230	2	.615	.810	.446
	In Group	271.097	357	.759		
	Total	272.328	359			
People's participation in the beneficiaries.	Between Group	4.361	2	2.180	3.666	.527
	In Group	212.315	357	.595		
	Total	216.676	359			
People's participation in the evaluation	Between Group	2.804	2	1.402	1.831	.162
	In Group	273.242	357	.765		
	Total	276.045	359			

* Significance level $p < 0.05$

Table 5 shows that there is a statistically significant between the mean of people's participation in the decision making and the status of the people in the community, with a significance level of 0.05.

Table 6: Comparison of the level of people's participation by the number of participating members.

Participations	Variance	ss	df	ms	f	p-value
People's participation in the decision making	Between Group	15.290	2	7.645	8.859	.06
	In Group	308.089	357	.863		
	Total	323.379	359			
People's participation in the operation.	Between Group	13.153	2	6.577	9.059	.00**
	In Group	259.175	357	.726		
	Total	272.328	359			
People's participation in the beneficiaries.	Between Group	8.660	2	4.330	7.431	.00**
	In Group	208.016	357	.583		
	Total	216.676	359			
People's participation in the evaluation	Between Group	4.371	2	2.185	2.872	.01**
	In Group	271.675	357	.716		
	Total	276.045	359			

* Significance level $p < 0.05$

Table 6 shows that there is a statistically significant between the mean of people's participation in the operation, people's participation in the beneficiaries, people's participation in the evaluation with the status of the people in the community, with a significance level of 0.05.

6. Discussions

1. As a result, the level of people's participation at the Long Boat Racing: case study of people at Ubon Ratchathani Province was moderate in all aspects. It may be because of having to take part in various communities, most people will not have enough time to come together. In most cases, the decision will be passed to the relevant authorities or community leaders. Consistent with the research of Khwaja [5] who study the impact of community participation on outcome of development projects and the result shown that community participation requires greater investment and time. Moreover, people's participation is based on their endpoints and reasonable through. For example, it is likely that they will choose to participate in the project or not based on the outcome of the project.

2. The analysis the level of people's participation at the Long Boat Racing: a case study of people at Ubon Ratchathani Province toward age, education, income shown as below;

2.1 People with different ages have a different level of people's participation at the Long Boat Racing: a case study of people at Ubon Ratchathani Province. This is probably because young people may not have the power to participate in the event. This is consistent with the research of Khumsattra [6], which has conducted research on the subject called The participation of the people in the conservation community. The result of this research found that by comparison with the participation of the people in the conservation community by gender, age, education, occupation, and income were found to be different.

2.2 People have to be involved in different aspects. The beneficiaries and the participation in the evaluation of the different parts. This is consistent with research Malisadang [7] which study comparing the level of participation in the implementation of agricultural cooperatives in the province. This research result shows that personal factors such as sex, education, the average monthly household income were differences, the level of participation in the operations of the cooperative would differ.

2.3 There will be differences in the participation of people who have status in different communities. The difference of the participation of the beneficiaries is consistent with the

research of Sirimato [8] which has said that people with a monthly income, time to live in the community, status in the community, and participation in community groups were involved in the development of the village sufficiency.

2.4 The number of people who have joined the group, different to participate, the participation in the decision making, the participation in the operation, and the participation of the beneficiaries were different, it is consistent with research of Sirimato [8] which has said that the personal factors of people which are their income per month, time to live in the community, status in the community, and participation in community groups are involved in the development of the village sufficiency.

7. Suggestions

1. To create a more active community, the government should be involved with the implementation of a multilateral committee of stakeholders. Then, communities will have the resources, and also can learn from the government to run its activities effectively and efficiently.
2. In order to keep the tradition of running, all parties in communities should participate in this event, for example, local schools and universities should introduce this event to their students by giving them an assignment or project to join the event. The results of this will help students who join in this event understand and know the values of the long boat racing festival.

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The application of SDT (Self-Determination Theory) in Marketing- in the context of international educational programs' promotion in Chinese higher education

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Abstract

This study is intended to apply a theory from psychology, SDT (Self-Determined Theory) rarely used in marketing, to understand a particular sector in China's higher education market. The author explores why an underreached theory is good for such a context, followed by explanations of its mini-theories. A conceptual framework is then proposed to understand the relationship between all variables, along with research questions and objectives. Then, some initial thoughts on how this study can be carried out are shared towards the end of the paper.

Key words: SDT, motivation, higher education, overseas programs

1. Introduction

1.1: Background

The focus of the research paper is to identify how the educational institutions of China go ahead in promoting students to pursue international higher study programs. In this regard, the relative factors impacting the purchase intention of the students will be studied using the SDT theory. The relative application scope of SDT theory is found to lie in the process of identifying the primary motivational factors, both intrinsic and extrinsic of the students. The widespread enormity of the present Chinese population and the fast-paced economic growth rate experienced by the country exhibit its potential in terms of making effective use of international trade relationship opportunities [7]. One of the notable aspects of developing relationship through international trade has been identified to be the young adult population segment of China and their consumption of international higher educational programs. The number of Chinese students studying abroad is found to take a massive leap from 179,800 in the year 2008 to about 608,400 in the year 2017. The growth rate is a clear indication of the fact that China acts as one of the notable source countries in terms of providing international students to the English-speaking nations of the United States of America, Australia and the United Kingdom.

1.2 Practical applications

There is a necessity of understanding the effectiveness of marketing efforts undertaken by Chinese universities for the purpose of ensuring sustainability of the overseas higher educational programs. Furthermore, the ability of the study programs in terms of strengthening their competitive advantage can also be identified. It tends to provide an effective base for the final outcome of the marketing efforts and dedication undertaken by Chinese universities in terms of manipulating the students to get engage in international study programs.

1.3 Nature and purpose of the paper

This research study intends to overcome the gap existing in the context of application of SDT theoretical framework in marketing science, the higher education industry of China. The promotional aspects of the educational institutions in terms of getting students enrolled in international exchange programs and postgraduate studies in overseas partner universities.

2. Body

2.1 Theoretical Discussion

2.1.1 Self-Determination Theory (SDT)

Self Determination Theories (SDT), as a leading theory in psychology to explain human motivations, both intrinsic and extrinsic, is greatly underused in marketing context. Traditionally, when it comes to explaining consumer decisions, most frequently used theories in marketing sciences are the “theory of consumer decision model”, the “theory of buyer behaviour”, the “theory of reasoned action”, the “theory of planned behaviour” and the “model of goal-directed behaviour, etc [1]. While they all explain the behaviours to some extent, they mainly achieve successes which focus on extrinsic motivations. Consumer behaviours, however, cannot be solely explained by such motivations and benefits designed to stimulate them. Such an ignorance of the roles of intrinsic motives creates a research gap in marketing [1].

The Self-Determination Theory (SDT) states that people have a general tendency of growing and functioning towards activities that tends to satisfy them as well as their inner resourced development [2]. It is one of the notable theories of psychology used for the purpose of explaining human motivation, intrinsic and extrinsic in the context of understanding marketing operational aspects. The consideration of both the aspects has resulted in considering SDT theory to be of immense significance in terms of analysing consumer behavioural perspectives in great detail. It helps in the process of analysing motivational aspects of consumers, from the point of view of six mini theories, Cognitive Evaluation Theory (CET), Basic Psychological Need Theory (BPNT), Organismic Integration Theory (OIT), Causality Orientations Theory (COT), Basic Psychological Needs Theory (BPNT), Goal Contents Theory (GCT) and Relationships Motivation Theory (RMT) [1].

2.1.2 Theory of Consumer Decision Model

Consumer decision making model is the process that helps marketers to identify the need of consumer and also is associated with the tracking of the journey of a consumer from starting to the ending process. In that case, there are several stages through which a consumer passes for making the purchasing decision such as the *problem recognition, information search, evaluating process for the alternatives, purchasing and also the post purchasing process* [3]. In the case of the existing research, the theory is important in the aspect of the marketing process on the behalf of the international educational programs.

2.1.3 Theory of Buyer Behavior

The Buyer Behavior theory is based on the rational approach of a buyer during the time of purchasing [4]. In the context of promoting higher education in the international market, at first it is important for the marketers to know the requirements of the higher educational student. The elements of the theory are based on several alternative course of actions along with the set of actions regarding the purchasing behavior of consumers that enhances the essentiality of analyzing the requirements of students.

2.1.4 Theory of Reasoned Action

This theory helps to analyze the relation between the behaviors and attitudes within a human being. The theory also helps to explain the proper intension of human being based on a particular situation as well [5]. For promoting the Chinese education in the international market, the requirements and also the behavioral approaches of the students in international market needs to be acknowledged.

2.1.5 Theory of Planned Behavior:

This theory is based on the acceptance of the influence from the friend and family group for

developing a proper action and contributes to relative development individually as well [6]. The implication of the theory also helps in making the bolstering of the intension for the processing of the behavior. Same thing is also applicable in the case of Chinese education.

2.1.6 The Model of Goal-Directed behavior:

This theory is based on the influence of achieving a particular goal. The goal-directed theory is dependent on the planned behavior theory where an individual tries to attain some goals and also in that case if the individual faces a problem, then the approach that has already been taken by the individual in the case of meeting up the goal can be stopped by the person. In the case of university students or the school students, the goal can be directed towards getting a good education. In the case of students going abroad for the purpose of the better education, the marketers need to have proper attention towards the goal of students and also need to analyze the goal related to the higher education in the abroad market as well. In the context of gaining higher education, the promotional aspect of the Chinless education can be improved.

2.1.7 Cognitive Evaluation Theory (CET):

The CET theory is based on the fact that every individual possesses certain intrinsic motivation within them and further go ahead with the process of effective exploration of the different types of extrinsic rewards in the surrounding environment [1]. It also highlights how people go ahead with reducing the factors associated with intrinsic motivation with varying degrees. In case of this research study, the CET theory is often referred to when analysing the effectiveness of marketing messages in terms of impacting their purchase intention based on the underlying impacts of extrinsic and intrinsic motivation.

2.1.8 Basic Psychological Need Theory (BPNT):

The BPNT theory states that every individual is found to possess three universal psychological needs, associated with competence, relatedness and autonomy. Each of these factors plays a crucial role in terms of helping individuals to effectively maintain functionalities [1]. The BPNT factor specifies the impact of individual psychological needs on final purchase decision based on marketing messages.

2.1.9 Organismic Integration Theory (OIT):

The OIT theory is found to categorise extrinsic regulations within an individual into four aspects, external regulation, and interjected regulation, identified regulation and integrated regulation. Each of these aspects has been derived from the perceived locus of causality within individuals [1]. It is to be noted that the degree of motivation experienced by individuals to go ahead with purchase depends on the extent of value developed by the marketing messages.

2.2 Research Questions and Research Objectives

The research questions developed for the study are as follows:

1. How marketing messages helps in better arousal of intrinsic motivation among students as a part of marketing international programs?
2. How the concept of intrinsic motivation is well understood in the context of higher educational sector?
3. How the concept of intrinsic motivation is well understood and studied in the context of SDT?
4. How marketing messages capable of impacting intrinsic motivation of students further influence their decision of international program purchase?
5. In what ways students in higher education can be differentiated as per the susceptibility of several motivational factors in the scale?

And the research objectives developed for the study are as follows:

1. To analyse the capability of marketing messages in influencing intrinsic motivation aspect of students in case of international program marketing.
2. To gain detailed understanding about the varied developmental history of students.
3. To study motivational factors in the case of higher education related to the abroad education.
4. To determine the capability of intrinsic motivation focussed marketing messages in influencing the purchase decision-making of international programs.

2.3 Research hypothesis, Conceptual Framework and Definition of Terms

An analysis of the existing literatures relating to SDT are found to consider motivation to be the primary factor as a part of studying issues relating to marketing domain. In this case, the relative importance of both intrinsic and extrinsic motivation is found to be significant. Each of them is largely used for the purpose of defining the relationship existing in between marketing efforts undertaken by an organisation and the final purchase intention of consumers [1]. The present research study has focussed on analysing the impact of SDT theory and hence the role played by the two different aspects of motivation in the context of purchase intention of students and marketing efforts of Chinese educational institutions.

The research hypothesis developed for this study focussing on application of SDT as a means of promoting international educational programs in Chinese Universities are as follows:

H_{1A}: Autonomy support from the parental aspects has an important role in the case of motivational measurements of students.

H_{1b}: Life aspiration of college students' has the reflection during the response towards the motivational measurements.

H_{2A}: The purchase outcomes of consumers influenced by their intrinsic decision.

H_{2B}: Purchase outcomes of consumers influenced by their extrinsic decision.

H₃: Autonomous motivational regulation like intrinsic and identified are found to exert a greater, mediating and independent impact on purchase intention than the interjected and external controlled motivational regulations.

The conceptual framework developed for the study is as follows:

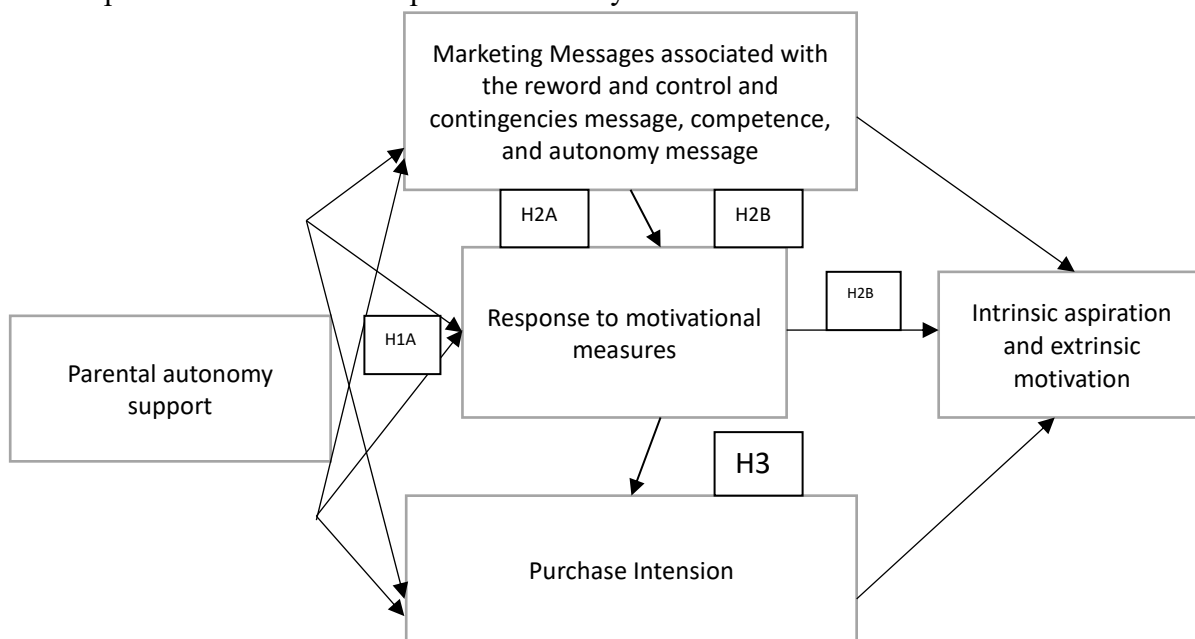


Figure 1: Conceptual Framework

2.3.1 Marketing:

Marketing is the process by which an organisation engages in a series of activities to be used

for the purpose of promoting their products and services to the potential customers. It encompasses a series of activities starting from advertising, promotion and selling of the product or service to the customers [8]. Marketing messages are dedicated towards gaining the attention of the customers towards their product or services. It also takes into consideration additional supportive messages as a means of further highlighting the product or service attributes as a means of impacting the purchase intention. Each of the theories, CET, BPNT and OIT signifies different aspects of motivation experienced by customers during the purchase decision making process.

2.3.2 Marketing message:

In order to communicate with the target group of consumers, marketing message plays the most important role. Therefore, as the name suggests, marketing message is the most specific and clear idea regarding the brand, like what is the purpose and motivation of the brand. It also can be said that marketing message has the important role in the point of attracting the attention of consumers as well.

2.3.3 Motivation:

Motivation refers to the emotional, cognitive and social forces that are responsible for activating their behavioural aspects of people. It defines the general willingness of an individual to accomplish something [9]. Motivation can be of two types intrinsic and extrinsic. Intrinsic motivation refers to an individuals' act of getting something done without being subjected to any form of external rewards. On the other hand, extrinsic motivation is the process of driving individuals towards something through the process of luring them with monetary rewards.

2.4 Research methodology

The research methodology helps in identifying suitable methods to be used for collecting data based on its problem statement and scope [10]. Furthermore, it also helps in the process of considering the suitable method of data analysis so that proper solution to the problem statement can be reached. The research methodology considered for identifying the promotional efforts of educational universities of China to its students for pursuing overseas higher education programs are as follows:

2.4.1 Sampling Methods:

The sampling method that is going to be followed by the researcher to complete the study will be based on the random sampling process. The process of random sampling will be based on all those freshmen who are interested in overseas study. The random sampling method will be therefore, be applied to the annual cohort of CAS students who are willing to go for the abroad for the purpose of the higher education.

2.4.2 Sampling Techniques:

The sampling technique will be based on a set of 4 different groups. One set will be based on the intrinsic message in order to intrinsically motivate the students. Second set will be based on the contingency process for the intrinsic motivation of the students. Third one will be based on the contingency message of marketing or intrinsically motivating the students. At the very end, the fourth one will be based on the extrinsic motivational aspects with the intrinsic message for students.

2.4.3 Target sampling:

The required target group of people for the sampling process will be based on the 5-10 universities in China specifically focusing on Yunnan.

2.4.4 Data Collection Process:

The data collection process of the study will be based on the interview questionnaire method for longitudinal data related to the current topic. In the case of data collection process, a set of questionnaires will be made by the researcher where the interview questions will be based on the parental autonomy support during their past lifetime as well. Therefore, the data collection that will be based on the primary process of questionnaire related to the interview process from students will be able to provide a good statistical process of data analysis and also data collection. The primary method of data collection requires selection of a population from which respondents will be selected for the study. In this case, the population is considered as the students of College of Arts and Sciences, Yunnan Normal University. Furthermore, the data collection process requires selection of suitable sampling method to identify specific students to be considered for the data collection process. It is due to the fact that the entire population is selected for the research study purpose. In this case, the second- and fourth-year students are considered as samples for data collection process. It is due to the fact that majority of the promotional efforts of the Chinese educational institutions' efforts are dedicated to these batch of students, for the student exchange and post-graduate programs in international universities. The total sample size for the focus group is identified to be 6 while for the data collection process, it has been considered to be 50.

2.4.5 Research Instruments and data collection:

The research has study will consider a mixed method for the purpose of collecting data from the selected sample respondents. The mixed method comprises of both qualitative and quantitative methods of the collected data [11]. Quantitative method focuses on subjective interpretation of the data collected while quantitative method considers numerical analysis of the collected data. For this purpose, primary data will be used. The primary data is considered as raw and fresh information, specifically, collected for the research study [12]. On the other hand, the primary data to be used for the study will take into consideration existing studies and the data portrayed by them [13]. The primary data for the study will be collected using focus group that tends to reconfirm the findings of the information gained from qualitative study and meta-analysis. Focus group comprises of a group of people to get engage in discussing on a particular problem area [14]. Apart from focus group, a questionnaire method of data collection is also considered for data collection process. The questionnaire method will look forward to determining whether the purchase intention of the students is higher in control groups or not. A qualitative study will be done for the primary data sources for the purpose of identifying the needs that the educational institutions in China are required to support in relation to developing their interest to study in abroad. Furthermore, the data analysis process will get engaged in meta-analysis of the numerous marketing messages used in this context. It will help in breaking down the marketing messages for the purpose of effective classification of them to be conducive to the three basis aspects of student's psychological needs. The three aspects to be considered in this regard are autonomy, relatedness and competence. Meta-analysis will help in the process of combining multiple data sets from different sources using suitable statistical procedures [15]. In addition to that an experimental process will be set up to effectively test the three-hypothesis developed in this regard. A wide range of marketing messages used by Chinese universities will be delivered across each of the hypothetical promotional situations to different groups. The experiment will be initially conducted in the College of Arts and Sciences, Yunnan Normal University followed by a few others in Yunnan. The experiment is to be set up in a manner that supports the widespread literature findings of the selected research topic and thereby serves as an effective tool to be considered across different demographic and cultural aspects. Furthermore, the effectiveness of the experiment process lies in the fact that the researcher has good reach of all the resources required for the purpose [16]. Therefore, the experiment method

of data collection will be in a position to effectively mobilise the administrative resources of College of Arts and Sciences, Yunnan Normal University for the purpose of proving the validity of the hypothesis.

2.5 Significance of the study

The primary significance of the research study is found to lie in the process of identifying the effectiveness of SDT theory in terms of analysing consumer behaviour towards marketing activities. Furthermore, the consideration of some of the SDT mini theories in this study further signified the process of analysing the individual effectiveness of each of them in great detail. Upon successful completion of the research study, the educational institutions of China will be in a position to make effective use of the primary motivational factors to be used for the purpose of promoting overseas higher educational programs to the Chinese students. It is considered to increase the overall effectiveness of the marketing process further, due to the use of primary motivational factors impacting the final decision of the customers. In doing so, the operational effectiveness of the Chinese universities is likely to increase by rapidly increasing the number of students getting enrolled for international higher study programs. The future marketing planning efforts of the universities in this case will be increased further based on the final results obtained from the study.

2.6 Time frame (Gantt chart) proposed for arriving at the conclusion.

The time frame allocated for each of the processes to be accomplished for the research study has been explained with the help of a Gantt chart. The systematic distribution of each of the activities based on suitable time frame is looked forward to help in the process of effective analysis of the problem statement. The Gantt chart to be followed in the context of the present study is as follows:

Table 1: WBS

Activities	Start Date	Duration (Days)	End Date
A detailed background study of the research topic	01-06-2020		31-07-2020
		60	
	01-06-2020		31-08-2020
A critical analysis of existing literatures relating to the selected research topic			
		91	
	01-08-2020		31-08-2020
An analysis of the theoretical framework developed for the study and the methods to be used			
		30	

The identification of a proper research methodology	01-08-2020		31-08-2020
		30	
Collection of data from the identified sources within College of Arts and Sciences	01-08-2020		30-11-2020
		121	
Collection of data from external universities in Yunnan	01-09-2020		30-11-2020
		90	
Interpretation and analysis of data using suitable tools	01-12-2020		31-03-2021
		120	
Final presentation of the research study	01-03-2021		31-03-2021
		30	

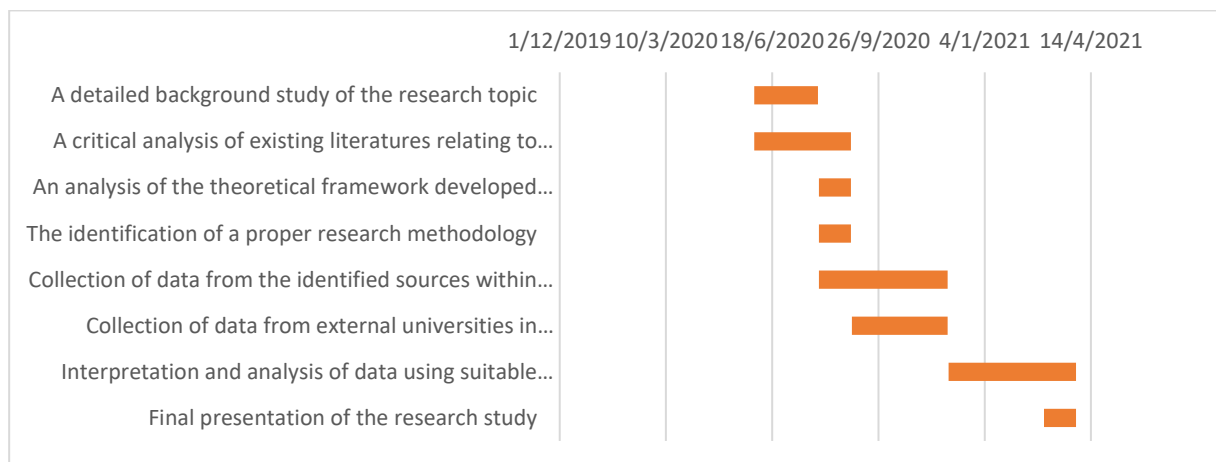


Figure 2: Gantt Chart

3. Conclusion

The gap of the research study in case of use of SDT theory in marketing science is identified to lie in its limited operational scope. The operational limitations are identified to lie in case of external regulation and behavioural reinforcement. However, its application scope in the context of intrinsic motivation is very limited and hence forms the basis of our study and understanding. The gap in studies associated with intrinsic motivation is mainly due to the limited application scope of the motivational factor in any other industry, beyond education.

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Factors Affecting Buying Behavior of International Products via Online Application of Consumers in Bangkok

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Abstract

This study investigated buying behavior of international products via online application of consumers in Bangkok and investigated the effect of demographic factors and motive factors of consumers in Bangkok on buying behavior of international products via online application. The survey research was employed and data were collected from 400 consumers in Bangkok who used to buy global products online. Statistics used to analyze the data were descriptive statistics, including percentage, frequency distribution, mean, and standard deviation. Chi-Square test was used to test the hypothesis. Findings reveal that most respondents bought international products via Shopee Application and usually bought international products via online application less than once a month. The majority of respondents usually spend approximately 501-1,500 baht per transaction. Most of them purchased apparel and paid via credit card. Mostly, the decision to buy global products via mobile application was done by themselves. The results of this study found that consumers in Bangkok have an overall motive to buy international products via online application at highest level. In details, the highest motive is Product Buying Motive, followed by Rational Buying Motive and Emotional Buying Motive, respectively. The hypothesis testing indicates that gender, age, occupation, income level, educational level, and marital status affect online buying behavior of international products via application of consumers in Bangkok. It is also found that Product Buying Motive has an impact on the frequency of buying behavior of international products via online application of consumers in Bangkok.

Keywords: Buying Behavior, Motivation Factors, Online Application

1. Introduction

National strategy Thailand 4.0 was officially launched to drive the economy through innovation focusing on the use of technology and innovation for value adding to products and services. In 2020, more than 52 million out of the total population of almost 70 million Thais use the Internet and social media, ranked the ninth in the world with an average of 9.01 hours on the Internet per day which is ranked the fifth in the world [1] and Bangkok's population use Facebook ranked the first in the world. In addition, online shopping activities was also ranked the first in five activities on the Internet where Thai people spend the most time [2]. It showed that the e-commerce businesses are rising and there are also a lot of opportunities and challenges. Those are able to make Thai business grow more than ever but the entrepreneurs have to adapt themselves to the digital age society. Whereas consumers easily receive the product from door-to-door service without wasting time to go to the store. It can be seen that technology has greatly facilitated and responded the current consumer lifestyle and caused the Thai e-commerce market to grow rapidly. In addition to the pandemic of COVID-19, the government has issued a lockdown measure in the country which various business places have to be closed and that make changes in consumer behavior. Consumers have to adapt to new normal lifestyle with online channels by shopping or buying the product via online applications from both Thailand and international e-marketplace. There has been a lot of researches

conducted on various antecedents and possible determinants of online buying behavior. Demographic variables, for instance, have been reported as significant variables influencing on online buying behavior and response [3], [4]. Moreover, individuals with different profiles vary in their motivations for using social networking sites [5]. Therefore, the study intends to investigate buying behavior of international products via online application of consumers in Bangkok and investigate the effect of demographic factors and motive factors of consumers in Bangkok on buying behavior of international products via online application. Understanding the factors affecting buying behavior of international products via online application is important for both theoretical and practical reasons. For practitioners, this research can help the entrepreneurs in planning more effectively marketing strategy.

2. Literature Review

2.1 Online Buying Behavior

The study of internet shopping has seen a growing amount of interest resulted from the value of online shopping and retail is growing. Academics and experts have shown increased interest in understanding what factors account for the acceptance and usage of consumers toward the internet as a shopping medium. The identification and analysis of the factors involved in explaining the consumer's intention to buy on the internet and an explanation of the actual buying behavior have emerged as prominent in recent consumer behavior research. But they state that early research into the internet, consumer behavior interface concentrated on obtaining early user profiles and on the segmentation of consumers who adopted the use of the internet. However, as more people used the medium, subsequent research became more interested in questions directly related to behavior. There were the lessons of further improvement of initial failures of internet businesses when companies realized a renewed need to focus on consumer aspects of e-commerce and e-business such as loyalty and retention. But in spite of these crucial issues increases in the number of research studies directed at understanding internet shopping and the internet consumer, it has been said that overall, research output in this area has continued to lag behind its level of growth and innovation. Although as many articles were published the growth of the internet as a consumer market continues to overtake essential research needed to fully appreciate its characteristics. As a result, many firms are still not clear about what factors shape online behavior of consumers [6].

2.2 Buying Motive

Each consumer has a different buying motive process. It also depends on psychological influences, including motivation. The buying motives are as follows [7].

1. Basic motives influence purchasing a particular type of product, such as buying a house, car, TV, etc.
2. Select-to-buy motives mean purchasing products in terms of brand and type of goods such as buying an MP3 player from Apple or Sony, selecting colors, sizes and textures, etc. This motive includes learning, needs, wants and unfulfilled needs, wants and desires, tension, drive, behavior, cognitive process, goal or need fulfillment and tension reduction.
3. Rational motives refer to incentives or purposes based on rational and economic principles because economic theory states that consumers will make the most of their choice or maximize satisfaction, such as the satisfaction of the product from marketing promotion. For being reasonable means the objectives that consumers have chosen due to the overall objective criteria such as size, weight, price, quality [8].
4. Emotional motives refer to the exercise of personal discretion or the personal feeling of being selective about the needs, such as pride, fear and friendliness, etc., where consumers choose to meet their satisfaction. Some research suggests that sudden purchases are more likely to use emotional incentives rather than other types of purchase situations.

5. Patronage motives are the reason for purchasing goods and services from somewhere specifically such as convenient location, variety of cheap products, the reputation of the service provider and sales promotion etc.
6. Mixed motive is a combination of emotional and rational motives.

2.3 Demographics

Demographic variables have been reported as significant variables influencing on online buying behavior and response. Males were found to use the internet to download and purchase activities to a greater extent compared to females [9]. The study of Comegys et al. [10] also reveals that Finnish men have higher frequency in online purchase decisions and postpurchase behavior than women. According to the study of Yuphares Piriphonpong [11], most of the respondents were female than male at the ages between 25-39 years old with bachelor's degree level. They have been working with private companies and monthly income of THB20,001-30,000. The frequency of using the mobile application in buying products through online applications 1-2 times/month, the average purchase of THB1,001-10,000/month during 20.01-24.00 hours. The top three products were clothing, accessories and cosmetics. Besides, they often chose to use LAZADA application that they most downloaded from Google Play Store and the advertising channel they knew this application was from Facebook. Meanwhile, according to the study of Khienduangchan et. al. [12], the making purchases of the consumer behavior via social media among generation Y population with the age range between 19-36 years old in Nakhon Ratchasima. The study found that most of the items purchased were fashion e.g. clothes, shoes, bags, cosmetics and electronics. The motive factors to buy a product were the marketing factor which was promotion of the product, product appearance, product price and distribution channel. Also, the time factor and technology factor that they used social media in both smartphones and computers in everyday life until the idea of the intention to buy the product and the purchasing decision process occurred.

3. Methodology

3.1 Conceptual Framework

The conceptual framework and hypothesis formulated after review of the literature are given below:

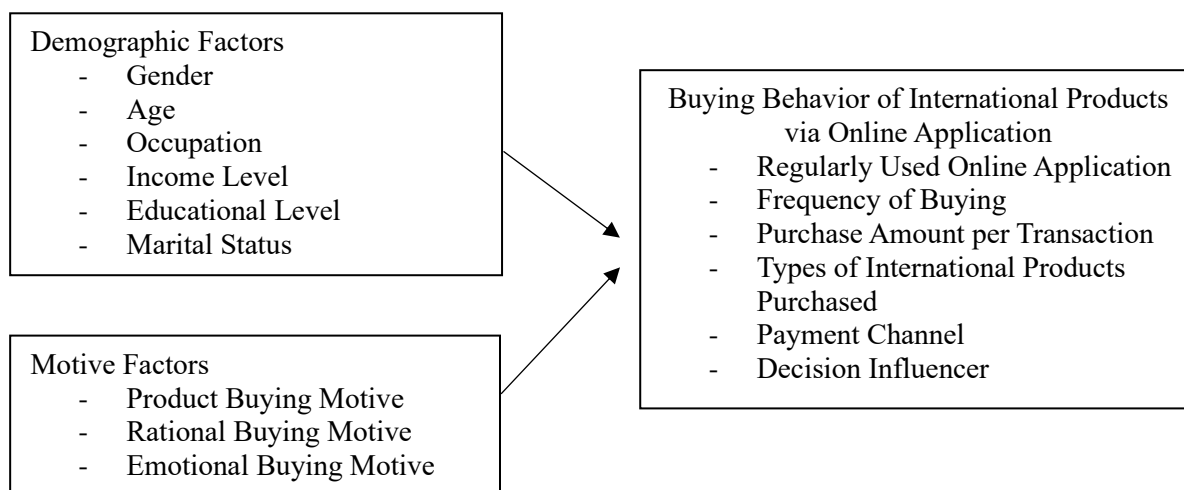


Figure 1: Conceptual Framework

H1: Demographic factors of consumers in Bangkok affect buying behavior of international products via online application.

H2: Motive factors of consumers in Bangkok have an impact on buying behavior of international products via online application.

3.2 Population and Samples

The target population of this study comprised consumers who lived in Bangkok and used to buy online global products. The sample sizes were calculated using the formula of Cochran [13] with 95% confidence level and $\pm 5\%$ precision. Thus, a sample size of at least 385 consumers would be necessary. To compensate for non-response, 400 questionnaires were distributed. Non-probability sampling method, namely convenience sampling technique was employed for collecting data from 400 consumers who lived in Bangkok and used to buy online global products.

3.3 Research Instrument

The method of online self-administered structured questionnaire consisting of closed-ended questions was used to collect the data. The questionnaire consisted of 3 parts which were general data, buying behavior of online global products via application, and motive factors. In general data section and buying behavior of online global products via application, dichotomous and multiple-choice questions were employed. The five-point Likert scale ranging from “strongly disagree” to “strongly agree” was used to measure Motive factors.

3.4 Method of Analysis

Descriptive statistics comprising of frequency and percentage were utilized to analyze the data and Chi-Square was used to test the hypothesis.

4. Analysis and Findings

4.1 Demographics of Respondents

The sample contains 74% of female and 26% of male. The majority of respondents were in age ranged between 20-29 years old (40.5%). Most respondents were in private sector job (40.8%) with having income more than 30,000 Baht per month (40.3%). The majority of respondents graduated bachelor degree (67.5%) and were single (70.8%).

4.2 Buying Behavior of Online International Products via Application

Table 1: Buying behavior of online global products via application

Buying Behavior		n	%
Regularly Used Online Application	Shopee (International Products)	231	57.8
	LAZADA (International Products)	111	27.8
	Amazon	12	3.0
	eBay	12	3.0
	Taobao	10	2.5
	AliExpress	13	3.3
	Others	11	2.8
Frequency of Buying	Less than once a month	183	45.8
	1 time a month	81	20.3
	2 times a month	87	21.8
	More than 2 times a month	49	12.3
Purchase Amount per Transaction	Up to 500 Baht	156	39.0
	501 – 1,500 Baht	180	45.0
	1,501 – 2,500 Baht	38	9.5
	More than 2,500 Baht	26	6.5

Buying Behavior		n	%
Types of International Products Purchased	Apparel	156	39.0
	Cosmetics, Beauty & Health	32	8.0
	Consumer Electronics	37	9.3
	Mobile Phones & Tablets	12	3.0
	Camera	1	0.3
	Computer & Laptop	2	0.5
	Home Appliances & Decoration	54	13.5
	TV Audio & IT Components	12	3.0
	Consumer Products	33	8.3
	Automobiles	5	1.3
	Games & Toys	13	3.3
	Children's Equipment	9	2.3
	Pet	7	1.8
	Sports & Outdoors	11	2.8
	Travel & Luggage	2	0.5
Others	14	3.5	
Payment Channel	Credit Card	156	39.0
	Mobile Banking	104	26.0
	Money Transfer	22	5.5
	Collect on Delivery	77	19.3
	PayPal	5	1.3
	AirPay	36	9.0
Decision Influencer	Themselves	304	76.0
	Family	41	10.3
	Friends	44	11.0
	Boyfriend/Girlfriend	1	0.3
	Celebrity	3	0.8
	Others	7	1.8

The analysis of buying behavior of online international products via application is presented in Table 1. Most respondents regularly bought international products via Shopee Application (57.8%), followed by LAZADA (27.8%). About 45.8% of the respondents purchased online global products less than once a month and 45.0% of them usually spend approximately 501-1,500 baht per transaction. Most of the respondents purchased apparel and usually paid via credit card (39.0%). Mostly, the decision to buy global products via mobile application was done by themselves (76%).

4.3 Motive Factors

Table 2: Mean and standard deviation of motive factors

Motive Factors	Mean	Standard Deviation
Product Buying Motive	4.39	0.52
Rational Buying Motive	4.38	0.53
Emotional Buying Motive	4.05	0.74
Total	4.31	0.45

Table 2 shows the analysis of motive factors of buying international products via online application. The analysis reveals that consumers in Bangkok have an overall motive to buy international products via online application at the highest level (Mean=4.31, SD=0.45). In

details, the highest motive is Product Buying Motive, followed by Rational Buying Motive, and Emotional Buying Motive, respectively.

4.4 Hypothesis Testing

H1: Demographic factors of consumers in Bangkok affect buying behavior of international products via online application.

Table 3: The results of the first hypothesis testing

Buying behavior of international products via online application	Demographic Factors					
	Gender	Age	Occupation	Income Level	Educational Level	Marriage Status
Regularly Used Online Application	$\chi^2=25.17$ Sig=0.00	$\chi^2=68.89$ Sig=0.00	$\chi^2=90.75$ Sig=0.00	$\chi^2=88.99$ Sig=0.00	$\chi^2=23.97$ Sig=0.02	$\chi^2=22.17$ Sig=0.04
Frequency of Buying	$\chi^2=2.73$ Sig=0.44	$\chi^2=48.55$ Sig=0.00	$\chi^2=45.14$ Sig=0.00	$\chi^2=11.23$ Sig=0.51	$\chi^2=19.46$ Sig=0.00	$\chi^2=17.13$ Sig=0.01
Purchase Amount per Transaction	$\chi^2=27.39$ Sig=0.00	$\chi^2=28.04$ Sig=0.01	$\chi^2=54.21$ Sig=0.00	$\chi^2=58.92$ Sig=0.00	$\chi^2=13.00$ Sig=0.04	$\chi^2=14.27$ Sig=0.03
Types of International Products Purchased	$\chi^2=120.19$ Sig=0.00	$\chi^2=105.67$ Sig=0.00	$\chi^2=146.78$ Sig=0.00	$\chi^2=142.41$ Sig=0.00	$\chi^2=82.79$ Sig=0.00	$\chi^2=56.52$ Sig=0.00
Payment Channel	$\chi^2=9.33$ Sig=0.10	$\chi^2=62.62$ Sig=0.00	$\chi^2=69.09$ Sig=0.00	$\chi^2=83.19$ Sig=0.00	$\chi^2=23.74$ Sig=0.01	$\chi^2=26.18$ Sig=0.00
Decision Influencer	$\chi^2=6.12$ Sig=0.30	$\chi^2=47.37$ Sig=0.00	$\chi^2=107.99$ Sig=0.00	$\chi^2=28.74$ Sig=0.09	$\chi^2=18.73$ Sig=0.04	$\chi^2=99.78$ Sig=0.00

The results of the first hypothesis testing are presented in Table 3. According to the test results, gender, age, occupation, income level, educational level, and marriage status have an effect on buying behavior of international products via online application of consumers in Bangkok.

H2: Motive factors of consumers in Bangkok have an impact on buying behavior of international products via online application.

Table 4: The results of the second hypothesis testing

Buying behavior of international products via online application	Motive Factors		
	Product Buying Motive	Rational Buying Motive	Emotional Buying Motive
Regularly Used Online Application	$\chi^2=9.69$ Sig=0.14	$\chi^2=1.42$ Sig=0.96	$\chi^2=6.66$ Sig=0.35
Frequency of Buying	$\chi^2=13.37$ Sig=0.00	$\chi^2=3.33$ Sig=0.34	$\chi^2=3.92$ Sig=0.26
Purchase Amount per Transaction	$\chi^2=0.85$ Sig=0.83	$\chi^2=0.47$ Sig=0.92	$\chi^2=0.74$ Sig=0.86
Types of International Products Purchased	$\chi^2=18.15$ Sig=0.26	$\chi^2=20.81$ Sig=0.14	$\chi^2=20.08$ Sig=0.16
Payment Channel	$\chi^2=5.17$ Sig=0.39	$\chi^2=5.87$ Sig=0.31	$\chi^2=3.65$ Sig=0.60

Buying behavior of international products via online application	Motive Factors		
	Product Buying Motive	Rational Buying Motive	Emotional Buying Motive
Decision Influencer	$\chi^2=2.45$ Sig=0.78	$\chi^2=8.70$ Sig=0.12	$\chi^2=8.52$ Sig=0.13

Table 4 shows the analysis of the second hypothesis testing. The results show that only Product Buying Motive has an effect on the frequency of buying behavior of international products via online application of consumers in Bangkok.

4 Conclusions and Implications

The results of this study found that most of the respondents used Shopee Application because of its convenience, ease of use, the variety of products, affordable prices, and multiple payment methods. Females are more likely to buy international products via online application than males. This may be because the female concerns the quality of the product and prefers channels of online buying rather than males. Consumer behavior is related to individual thinking and their consistency with external stimuli to create processes for searching, evaluating, purchasing, using, and post purchase assessment and the use of this process leads to purchase and use to respond their self-satisfaction [14]. According to the study of buying behavior via Facebook of consumers in Bangkok of Wandee Ratanakaikaew [15], shown that most of them purchased ready-made apparels and services. Product incentive factors influenced the buying behavior of international product via online applications consumers in Bangkok. Consumers can easily understand the product before buying. Moreover, the service is convenient and fast and there are many products to choose. And most importantly, consumers do not have to travel to buy products by themselves that can save travel expenses [16]. Also, this study founded that the motivation factor affected buying behavior of international product via online application of consumers in Bangkok, the application or related businesses should develop, promote and focus more on creating trust, paying more attention to the accuracy in purchasing products or services. The payment through applications should have real situation demonstration in product ordering and payment process whether it is secured and the other channels of payment. The system should be user-friendly with a well explanation of how to use applications and other features or functions as well as troubleshooting for consumers when needed. The suggestions for the next research should study the problems and needs of online shopping from abroad through the consumer's application in order to gain insights through qualitative research by collecting data from e.g., Focus Group Discussion, Participant Participation and In-Depth Interview etc. due to the rejection of assumptions of personal and motivation factors affecting buying behavior of international product via online application. Therefore, insights were needed in conjunction with the data from the questionnaire in order to know the real reasons and opinions of the consumers in-depth to be able to analyze the results of customer needs directly and be able to develop and improve products and services to higher respond the needs of customers. The research framework of motivation factors affecting behavior should be well defined toward overseas online buying through consumer's applications in Bangkok expanding to reach an extensive target population. There have been more developed provinces to study the behavior and lifestyle that similar to Bangkok such as Nakhon Ratchasima and Ubon Ratchathani, etc. Also, the study of other independent variables that correlate or affect the change of the primary variable such as satisfaction, attitude and marketing mix that may also affect online shopping behavior from abroad through the application.

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The Effects of Technology Disruption on Economic and Consumption Growth of Thailand

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Abstract

Technology Disruption has a huge impact on today's society and economy. They are bringing about a fundamental change in the way of life of people today. The purpose of this research is to find out the relationship between technology disruption on the GDP growth and consumption growth of the population in Thailand by using the Unit root test and The Multivariate Autoregressive State-Space model for the period of 1991 - 2019. Furthermore, this study aims to question that wants to analyze the convergence of GDP growth and consumption growth in two periods during 1996– 2006 (before began 3G in Thailand) and 2007–2019 (after began 3G in Thailand). To achieved paper goals, we assumed variables are both dependent and independent variables including gross domestic product growth (GDPg), Final consumption expenditure (Cg). For Technology disruption, we used three variables to reflect economic growth and consumption namely Individuals using the internet (Uin), Mobile cellular subscriptions (MCS), and Technical cooperation grants (TCG). In Addition, we used five control variables that affect GDP growth consumption namely Gini index (Gini), Inflation (Inf), Gross fixed capital (GFC), and Net national income (Inc). For analysis, our data is used in this studied R and SPSS programs are used to estimate and display the result of this study. Our results show a significant relationship between the technology disruption with GDP growth and consumption in Thailand, to make it more attractive to invest in technology, to stimulate the economy in the future.

Keywords: Technology disruption, The Multivariate Autoregressive State-Space, Convergence

1. Introduction

Due to the evolution of technology to play a role in our lives. The impact on the world in various areas leading to changes in many issues. The important contexts are technology and consumer behavior. However, the combination of technology creates innovations by having internet are the factor that important. Obviously, the accession of technology has more character in the economy and financial system in our everyday lives. Causing technology disruption conditions that came to change the business and industry by using a lot of digital technology and media. By Thailand has just entered the technology disruption. Obviously is the beginning of the 3G system around 2006 that changed the everyday life and other factors of the population in Thailand. Since then everyone is popular with cellular mobile phones for supports the 3G system. Which affected population behavior is an important factor that indicates business opportunities and the competitiveness of the economy, the need to adapt and offer products and services that are needed by consumers changes continuously. Consequently, the reason for this study is concerning how the technology disruption variables relate to the GDP growth and consumption growth of the population in Thailand.

2. Objectives

1. To analyze the effect of technology disruption on the GDP growth in Thailand.
2. To analyze the effect of technology disruption on the consumption growth in Thailand.

3. To analyze the convergence of GDP growth and consumption growth.

3. Materials and Methods

3.1 Unit root test

The first, this study checks the unit root by ADF test with non-trend, drift, and trend. For to check the stationary that shows how much a lag of time. The hypothesis as

$H_0 = 1 - \rho = 0$ (X_t is non-stationary time series)

$H_1 = 1 - \rho < 0$ (X_t is stationary time series)

3.2 MARSS State space

The second step to estimate correlation between six variable and GDP growth, using the MARSS model, has been set the process model which following Halmes et al, 2018, this study will set up the panel equations to explain all the propose of the study as

$$GDPg_t = \alpha + \beta_1(GDPg_{t-1}) + u_t + \vartheta_{gini}(gini_t) + \vartheta_{inf,t}(inf_t) + \vartheta_{gfc,t} \log(gfc_t) + \vartheta_{internet,t} \log(internet_t) + \vartheta_{mobile,t} \log(mobile_t) + \vartheta_{grants,t} \log(grants_t) + w_t, \quad (1)$$

where $w_t \sim MVN(0, Q)$ and,

Where $GDPg_t$ is GDP growth at time t
 $GDPg_{t-1}$ is the state variable that is GDP growth at time $t - 1$
 $gini_t$ is the Gini index at time t
 inf_t is the inflation at time t
 gfc_t is the gross fixed capital formation at time t
 $internet_t$ is the Individuals using the internet at time t
 $mobile_t$ is the mobile cellular subscriptions at time t
 $grants_t$ is the Technical cooperation grants at time t
 $\vartheta_{i,t}$ is the coefficients relating the effects of variable
 B_t is the state process parameter that allows interaction between state processes.
 u_t is the vector that describes the mean trend or mean level (depending on the B structure)

$$Cg_t = \alpha + \beta_1 \log(Cg_{t-1}) + u_t + \vartheta_{gini}(gini_t) + \vartheta_{inf,t}(inf_t) + \vartheta_{income,t} \log(income_t) + \vartheta_{internet,t} \log(internet_t) + \vartheta_{mobile,t} \log(mobile_t) + \vartheta_{grants,t} \log(grants_t) + w_t, \quad (2)$$

where $w_t \sim MVN(0, Q)$ and,

Where $Cg_{i,t,t-\tau}$ is consumption growth at time t .
 Cg_{t-1} is the state variable that is consumption growth at time $t - 1$
 $gini_t$ is the Gini coefficient at time t
 inf_t is the inflation at time t
 $income_t$ is the net national income at time t
 $internet_t$ is the Individuals using the internet at time t
 $mobile_t$ is the mobile cellular subscriptions at time t
 $grants_t$ is the technical cooperation grants at time t
 $\vartheta_{i,t}$ is the coefficients relating the effects of variable
 B_t is the state process parameter that allows interaction between state processes

u_t is the vector that describes the mean trend or mean level (depending on the B structure)

Next, used the MARSS process model are written in matrix term which transform the equation to matrix from estimating those parameters. The state model that find missing data would be,

$$[gini_t] = [\phi][gini_{t-1}] + [w_t], \quad w_t \sim MVN(0, [q]) \quad (3)$$

Equation (3), have one parameter that missing data is Gini index.

$$[income_t] = [\phi][income_{t-1}] + [w_t], \quad w_t \sim MVN(0, [q]) \quad (4)$$

Equation (4), have parameter that missing data is Net national income.

Then, calculating the percentage change of GDP growth and setting the observation model with additional covariate variable as the panel equation. The observation model would be,

$$\begin{aligned} [GDPg_t] = & [\beta_1][1]_{1 \times 1}[GDPg_{t-1}] + [\phi][1]_{1 \times 1}[gini_{t-1}] + [\vartheta_{inf_t}][1]_{1 \times 1}[inf_t] \\ & + [\vartheta_{gfc_t}][1]_{1 \times 1} \log[gfc_t] + [\vartheta_{internet_t}][1]_{1 \times 1} \log[internet_t] \\ & + [\vartheta_{mobile_t}][1]_{1 \times 1} \log[mobile_t] + [\vartheta_{grants_t}][1]_{1 \times 1} \log[grants_t] + [v_t], \end{aligned} \quad (5)$$

where $v_t \sim MVN(0, [r])$

This get the coefficients relating to the effect of each $GDPg_{i,t}$ which shows value of each factors affecting GDP growth in Thailand. If the value of coefficient is positive, it will show the positive relationship of those factors which are creating higher GDP growth. Then, if the value of coefficient is negative, it will show the negative relationship between those factors and GDP growth.

Calculating the percentage change of Consumption growth and setting the observation model with additional covariate variable as the panel equation. The observation model would be:

$$\begin{aligned} [Cg_t] = & [\beta_1][1]_{1 \times 1}[Cg_{t-1}] + [\phi][1]_{1 \times 1}[gini_{t-1}] + [\vartheta_{inf_t}][1]_{1 \times 1}[inf_t] \\ & + [\vartheta_{income_t}][1]_{1 \times 1} \log[income_t] + [\vartheta_{internet_t}][1]_{1 \times 1} \log[internet_t] \\ & + [\vartheta_{mobile_t}][1]_{1 \times 1} \log[mobile_t] + [\vartheta_{grants_t}][1]_{1 \times 1} \log[grants_t] + [v_t], \end{aligned} \quad (6)$$

where $v_t \sim MVN(0, [r])$

This get the coefficients relating to the effect of each $C_{i,t}$ which shows value of each factors affecting consumption growth in Thailand. If the value of coefficient is positive, it will show the positive relationship of those factors which are creating higher consumption growth. Then, if the value of coefficient is negative, it will show the negative relationship between those factors and consumption growth.

3.3 Convergence

The purpose, this study aim to investigate the convergence of GDP growth and consumption growth.

The shape of β -convergence for different values that during 1991– 2006 (before began 3G in Thailand) would be:

$$(GDPg_{i,T}) = \beta_{1991} + (1 - \beta_{2006}) \ln (GDP_{t=0}) + \varepsilon_i, \quad (7)$$

$$(Cg_{i,T}) = \beta_{1991} + (1 - \beta_{2006}) \ln (C_{t=0}) + \varepsilon_i, \quad (8)$$

The shape of β -convergence for different values that during 2007–2019 (after began 3G in Thailand) would be:

$$(GDPg_{i,T}) = \beta_{2007} + (1 - \beta_{2019}) \ln (GDP_{t=0}) + \varepsilon_i, \quad (9)$$

$$(Cg_{i,T}) = \beta_{2007} + (1 - \beta_{2019}) \ln (C_{t=0}) + \varepsilon_i, \quad (10)$$

In term of above equation a significant negative value for β implies beta convergence, while $\beta > 0$ implies non-convergence.

Also in this study, the sigma convergence also considered to check the economic convergence and consumption convergence of Thailand. the convergence of GDP growth and consumption growth in two period that during 1996– 2006 (before began 3G in Thailand) and 2007–2017 (after began 3G in Thailand). If $\sigma_{1996}^2 - \sigma_{2006}^2$ and $\sigma_{2007}^2 - \sigma_{2019}^2 = 0$ or $\beta = 0$, the GDP and consumption growth are stable. And, if $\sigma_{1996}^2 - \sigma_{2006}^2$ and $\sigma_{2007}^2 - \sigma_{2019}^2$ or $\beta > 0$, it seems that the GDP and consumption growth are converted. If $\sigma_{1996}^2 - \sigma_{2006}^2$ and $\sigma_{2007}^2 - \sigma_{2019}^2 < 0$ or $\beta < 0$, it seems that the GDP and consumption growth are diverted.

4. Empirical Results and Discussion

4.1 Descriptive analysis

The variables used in this study have the original variable and the expected variable. The Gini index and Net national income have missed in some years of period in this study continue to find this variable by use MARSS in R program. Then, the change of Gini index is also calculated from this Gini index and the change of Net national income is also calculated from this Net national income.

The descriptive analysis of the change of GDP growth, Final consumption growth, Individuals using the internet, mobile cellular subscriptions, Technical cooperation grants, Gini index, Inflation, Net national Income and Gross fixed capital formation are showing in table 4.1.1 and 4.1.2 The mean and median change of every index has the positive. The observations are 29. For the Individuals using the internet, the standard deviation has more than the others. The skewness statistic of the average mean of schooling is negative, indicating the return is significantly skewed to left. However, the others are positive, indicating the return are skewed to right.

Table 4.1.1: The descriptive analysis of each variables

Variable	Mean	Median	Max	Min	Std. Dev.
GDP growth (GDPg)	4.151842	4.455247	8.558260	-7.634035	3.635424
Final consumption expenditure (Cg)	4.083899	4.111488	8.284383	-7.476586	3.292913
Individuals using the internet (Uin)	18.308046	15.026000	66.652400	0.000052	19.210369
Technical cooperation grants (TCG)	0.059891	0.078376	0.153055	-0.101637	0.074020
Mobile cellular subscriptions (MCS)	0.251118	0.395105	0.493131	-1.036939	0.339340
Inflation (Inf)	3.114682	2.658072	8.063748	-2.577170	2.241585
Gini index (Gini)	40.837551	41.500000	47.900000	35.716080	3.186752
Net national income (Inc)	0.088880	0.071882	0.206844	-0.032479	0.077898
Gross fixed capital (GFC)	-0.126860	-0.089598	0.037185	-0.032479	0.136567

Table 4.1.2: The descriptive analysis of each variables

Variable	Variance Statistic	Skewness Statistic	Kurtosis Statistic	Sum Statistic	Obs.
GDP growth (GDPg)	13.216311	-1.372480	2.757821	120.403408	29
Final consumption expenditure (Cg)	10.843274	-1.497433	4.138381	118.433084	29
Individuals using the internet (Uin)	369.038287	1.044468	0.265715	530.933321	29
Technical cooperation grants (TCG)	0.005479	-0.516982	-0.832773	1.736827	29
Mobile cellular subscriptions (MCS)	0.115152	-2.364193	6.735922	7.282434	29
Inflation (Inf)	5.024704	-0.108609	0.354817	90.325778	29
Gini index (Gini)	10.155387	0.044710	-0.673664	1184.288990	29
Net national income (Inc)	0.006068	-0.027215	-1.528854	2.577519	29
Gross fixed capital (GFC)	0.018650	-0.751598	-0.619119	-3.678932	29

4.2 Unit Root test

The study test the stationary of the variables, the change of GDP growth, Final consumption growth, Individuals using the internet, mobile cellular subscriptions, Technical cooperation grants, Gini index, Inflation, Net national Income and Gross fixed capital formation with the Augmented Dickey-Fuller (ADF) which show in table 4.2. The testing shows that all statistic values are less than the critical value at level 1% with none in $I(2)$

Moreover, the variable that is included in the state process of the Multivariate Autoregressive State-Space model is stationary already because of the variable through with the Gaussian error under the maximum likelihood.

Table 4.2.1: Unit Root Test

Variable	Test	None
GDP growth (GDPg)	Statistic	-6.639224
	Critical value	-3.737853
Final consumption expenditure (Cg)	Statistic	-5.037695
	Critical value	-3.752946
Individuals using the internet (Uin)	Statistic	-8.796101
	Critical value	-3.724070
Technical cooperation grants (TCG)	Statistic	-4.905574
	Critical value	-3.831511
Mobile cellular subscriptions (MCS)	Statistic	-3.938746
	Critical value	-3.769597
Inflation (Inf)	Statistic	-5.494985
	Critical value	-3.752946
Gini index (Gini)	Statistic	-6.718696
	Critical value	-3.769597

Net national income (Inc)	Statistic	-5.865696
	Critical value	-3.737853
Gross fixed capital (GFC)	Statistic	-5.945165
	Critical value	-3.724070

4.3 MARSS

The study test the stationary of the variables, the change of GDP growth, Final consumption growth, Individuals using the internet, mobile cellular subscriptions, Technical cooperation grants, Gini index, Inflation, Net national Income and Gross fixed capital formation with the MARSS model.

Table 4.3.1: The MARSS estimate between GDP growth with each variables before 3G happen (1991-2006).

Variable	Estimate
Individuals using the internet (Uin)	-0.1224
Technical cooperation grants (TCG)	-10.6819
Mobile cellular subscriptions (MCS)	-10.2159
Inflation (Inf)	-0.5462
Gini index (Gini)	-0.0956
Gross fixed capital (GFC)	157.8496

$$GDPg_t = 3.4033 + 1.016 GDP_{t-1} + 3.530 - 0.0956Gini_t - 0.1224Uni_t - 10.6819TCG_t - 10.2159MCS_t - 0.5462inf_t + 157.8496GFC_t \quad (11)$$

Table 4.3.2: The MARSS estimate between Consumption with each variables before 3G happen (1991-2006).

Variable	Estimate
Individuals using the internet (Uin)	-0.1809
Technical cooperation grants (TCG)	-28.4921
Mobile cellular subscriptions (MCS)	-4.7423
Inflation (Inf)	-0.6589
Gini index (Gini)	0.0926
Net national income (Inc)	82.0056

$$Cg_t = -1.9319 + 0.4651 GDP_{t-1} + 1.9189 + 0.0926Gini_t - 0.1809Uni_t - 28.4921TCG_t - 4.7423MCS_t - 0.6589inf_t + 82.0056inc_t \quad (12)$$

The MARSS model is analyzed by using 1997-2006 data in order to find the relation between GDP Growth and Consumption and other variables. In respect of the GDP Growth model, Gross fixed capital formation (GFC) is the most impactful variable to GDP Growth which affected by a domestic investment since Gross fixed capital formation is essentially a net investment. The higher investment inevitably has more productivity and economic drive that has a direct impact on GDP growth. And in respect of the Consumption model, Adjusted net national income (Inc) and Gini Index (Gini) are impactful variable to Consumption which are affected by domestic purchasing power since Adjusted net national income is domestic income and Gini Index is social disparity. It shows that Gini Index also represents domestic income. But in the other hand, the variables of Technology disruption as Individuals using the internet (Uni), Technical cooperation grants (TCG), Mobile cellular subscriptions (MCS) have a negative impact on both GDP Growth and Consumption since before 3G, people couldn't access the internet and most of the people hadn't used smartphone that much. Additionally, the collaboration of technology development both academic and technical term does not impact GDP Growth and Consumption.

Table 4.3.3: The MARSS estimate between GDP growth with each variables after 3G happen (2007-2019).

Variable	Estimate
Individuals using the internet (Uin)	0.0795
Technical cooperation grants (TCG)	-20.15
Mobile cellular subscriptions (MCS)	-90.78
Inflation (Inf)	-0.162
Gini index (Gini)	-0.975
Gross fixed capital (GFC)	40.07

$$GDPg_t = 0.000663 + 4.56 GDP_{t-1} + 2.40 + 0.975Gini_t + 0.0795Uni_t - 20.15TCG_t - 90.78MCS_t - 0.162inf_t + 40.07GFC_t \quad (13)$$

Table 4.3.4: The MARSS estimate between Consumption with each variables after 3G happen (2007-2019).

Variable	Estimate
Individuals using the internet (Uin)	0.0595
Technical cooperation grants (TCG)	-7.65
Mobile cellular subscriptions (MCS)	-1.78
Inflation (Inf)	0.131
Gini index (Gini)	0.923
Net national income (Inc)	-20.2

$$Cg_t = -0.195 + 1.69 GDP_{t-1} + 6.09 + 0.923Gini_t + 0.0595Uni_t - 7.65 TCG_t - 1.78MCS_t + 0.131inf_t - 20.2inc_t \quad (14)$$

The MARSS model is analyzed by using 2007-2019 data in order to find the relation between GDP Growth and Consumption and other variables. In respect of the GDP Growth model, Gross fixed capital (GFC), Gini index (Gini), and Individuals using the internet (Uin) are impactful variables to GDP Growth. Gross fixed capital and Gini index have a relation in terms of reflecting domestic investment and social disparity. Moreover, Gross fixed capital is reflecting technology development which helps people access the internet. And in respect of the Consumption model, Gini index (Gini), Inflation (Inf), and Individuals using the internet (Uin) are impactful variables to Consumption. Gini is reflecting social disparity. Besides the tendency of inflation in the last period which is still highly uncertain due to the structural changes of the world economy (Bank of Thailand, 2021). It reflects that the presence of this factor has also begun to affect domestic spending.

5. Conclusion

Technology Disruption has a huge impact on today's society and economy. They are bringing about a fundamental change in the way of life of people today. That means it may affect the GDP growth and consumption of Thailand. However, the relationship between Technology Disruption with GDP growth and consumption which are showed by Technology Disruption's factors cannot represent the whole country with one value. This study has added a control variable of GDP growth and consumption. And separates into 2 periods which are before 3G happen (1991-2006) and after 3G happen (2007-2019).

For the result of the relationship between Technology Disruption on Economic and Consumption Growth of Thailand, the variables of Technology as Individuals using the internet (Uin), Technical cooperation grants (TCG), and Mobile cellular subscriptions (MCS), only

Individuals using the internet (Uni) has an impact on GDP Growth and Consumption. It can be assumed the more people can access the internet, the more opportunity and new knowledge they get and it leads to more job opportunities for got increase money. So, the number of internet users positively affected GDP Growth and Consumption. On the other hand, Technical cooperation grants (TCG) and Mobile cellular subscriptions (MCS) negatively impact since there is some income disparity that affected internet access from mobile cellular for some people even though the number of users increased. The lowest income could not afford the smartphone or the internet by monthly package. Most people use the internet through prepaid systems or have a phone that cannot use the internet. So, they can access the internet only when it has needed. Moreover, most internet users are teenagers. Definitely, Thai society is entering an aging society. It is difficult to catch up with the technological advancement of elderly citizens, They don't use the internet that much. So Technical cooperation grants (TCG) and Mobile cellular subscriptions (MCS) have not an impact on GDP Growth and Consumption.

Furthermore, this study is showing the conditional convergence in GDP Growth and Consumption of Thailand. The result of this testing shows GDP Growth and Consumption of Thailand are converging before 3G happen (1991-2006). And in the other hand, the result of convergence after 3G happen (2007-2019) found that GDP Growth and Consumption are diverging. It seems that after Thailand has 3G and more people can access the Internet effect to GDP Growth and Consumption in the country.

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Celebrities Influence Public Opinion: Applying Celebrity Political Endorsement through Meaning Transfer Theory

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Abstract

This paper aims to explore studies about public opinion and celebrity political endorsement (CPE). Therefore, this reviewed article discusses related information from prior academic and results from research papers to illustrate the updated knowledge about the celebrity endorsement in the political dimension. Political communication plays a role in people's life, and it comprises of various activities. Moreover, there are many types of audiences as well. Moreover, according to the review, meaning transfer theory by McCracken [1] did mention in many sources because celebrity image can be transferred to an item, and it leads to purchasing intension in the marketing dimension. As regards political dimension, according to Jackson and Darrow [2] celebrity endorsements can support the politics sales too. A further research may consider this review based on various sources, as well as using meaning transfer theory in political communication, to clarify and create an updated knowledge about celebrity political endorsement and public opinion. Besides, in the practical approach, this review article can enhance the process and the messages used in the political campaign.

Keywords: Public opinion, celebrity political endorsement, meaning transfer, Media Influence

1. Introduction

Since in the past, public opinion has been presented as a collective interests and issues coming from people [3], which generated by considering about political questions [4]. According to Bernette [5] and Rahman [6], media has an influence on people's perception. Because of this influence, celebrity endorsement is one of tactics in politics. Before going to the celebrity endorsement in political aspect, an explanation that need to understand is that public's attention is impacted by celebrities [7]. Therefore, celebrity endorsement is a process that some prior research focused on. In political dimensions, celebrity political endorsement (CPE) was discussed mostly about election campaigns; nevertheless, these studies comprise of both positive impacts, which were explained by Austin et al. [8], Henneberg and Chen [9], Pease and Brewer [10], Bryce [11], Nownes [12], Garthwaite and Moore [13], and negative consequences highlighted by Nichols and McKenzie [14], Nownes [15].

To explain celebrity political endorsement, one of theories that scholars applied is McCracken's [16] meaning transfer [17]. Chou [17] mentioned two endorser's characteristics based on these theories: expertise and attractiveness. It is consistent to other prior research and primary source. Instead of expertise, some scholars presented credibility as a characteristic that endorsers need to have [6] [18] [19]. These characteristics have an impact on audiences. In other word, difference in endorsers' characteristics presented on media leads to different effects [20]. However, most research applying meaning transfer theory aimed to examine celebrity endorsement involved marketing issues. Although Chou [17] stated that some scholars use celebrity endorsement in political dimension, it is not used widely.

To find the current stage and make understanding about celebrity political endorsement in the

process of public opinion creation, this paper aimed to clarify celebrity political endorsement and public opinion through analyzing discussion and explanation coming from prior research and textbooks. Moreover, this paper also provides the fundamental of meaning transfer theory and how it is used in political issues.

2. Public Opinion

2.1 Controversial discussion about its Definition

In an entry of public opinion research, there are no clear definition which can clarify the term public opinion [21] [22]. Price [23] claimed that the concept is came from liberal political philosophies during the late 17th and 18th century. Noelle-Neumann's and Petersen's [24] paper also carried controversial discussion about this key term's definition. Habermas [4] explained that public opinion is formed based on political and philosophical questions. Nevertheless, the term "public opinion", based on Turner's and Killian's [3] aspects, means a group of people dispersed and divided based on their interest and issue, and they engaged collectively in discussion of that issue. This collective opinion is expected to have an impact on action and decision coming for group or individual.

What Turner and Killian [3] explains is directly understandable. However, political environment is not that direct. Social analyst concerned in studying about amount of political environment that is conceived, and how this political conception is conceived more successfully [25]. Hence, it can be seen that public opinion relates to the complexity embed in political environment.

2.2 Media Influence on Public Opinion

Bernette [5] explained that there are three broad things which are needed to be understood in order to clarify the role of news media in the policy process. The first one is journalistic, as well as political, factors which shape the production of news. The next considered thing is the effect that news contents have on public opinion. The last one is the way which news images and opinion constrain the moveable zone of political officials. According to Rahman [6] what presented on media can be defined as a preferred view of social reality. He mentioned the phase "ready-made meanings" which are sent to an audience via media. Moreover, personal experience, as well as social or cultural environment, also have an influence on audiences. So, meaning transfer does not occur automatically. Rahman [6] added that the negotiation between offered things presented on media and things that audiences accept. However, Brown et al. [26] explained that bias public opinion may occurred due to media coverage. Moreover, according to Kuypers [27] and Paletz [28], media coverage and public opinion does not relate to policy outcomes.

Based on these prior studies and discussions, media influence has a potential to lead people's perception; however, that perception is vary according to their experiences and culture. To convince audiences, source characteristics have to be considered about its importance and persuasiveness, and both elements relate to context variables [29]. Endorsers, who show up on media, generate different effects based on their types [20]. Considering about types of endorsers, Thrall et al. [7] told that celebrities can catch public's attention. Besides, Chou [17] also discuss about prior studies about celebrity political endorsement (CPE). Hence, this paper discussed about CPE and its arguments among scholars.

3. Celebrity Political Endorsement (CPE)

3.1 Celebrity Endorsement in the Political Dimension

The term of celebrity is defined depending on communication [18]. In the dimension of politics,

celebrities were used to create public opinion since in the past. A number of politicians applied celebrity endorsement tactic since World War I [14]. Louw [30] informed that celebrity-ize and emotionalize issues are used in order to steer mass public opinion. He mentioned about two kinds of celebrities involving in the political endorsement: political celebrities and non-political celebrities. Political celebrities involve in sharing a common rootedness politics. On the other hand, non-political celebrities are used as ambassadors or used for promoting political agendas.

3.2 Arguments among Scholars about CPE

Celebrities have an impact on people's opinion positively during the election campaign. To win the election, campaign managers and candidates likely use CPE to reach that goal [9], [11]. Media figure endorsement has a positive impact on voting intentions and behaviors, as well as candidate viability [10], [13]. It also affects young voters' views of the endorse parties and participation in an election campaign [8]. Nichols and McKenzie [14] informed consistently that politically active celebrities have a positive influence on first-time voters. In addition, Austin et al. [8] added that, to persuade young people to participate in an election campaign, voters' complacency needs to be decreased, and self-efficacy need to be boosted. Considering in the marketing dimension, Jain et al. [31] discussed that fictional or character endorser has an effect on teenage consumers' attitudes. Many research focused on young people or first-time voters. According to Burton and Ntemeyer [32], they explained that first-time voter has a lack of experience and limited knowledge of the political process. They added that these kinds of voters can be influenced easily.

Although these scholars present a positive consequence in election from the intenseness of using CPE, there are some studies found contrasts according to their research results. Celebrity endorsements may affect young people's view [12], these young voters tend to be influenced more greatly by friends and family [33], [34]. O'Regan [34] explained that most young adults thought that celebrities are less informed about politics. CPE can provide a negative consequence if people do not like those celebrities according to the study about Hollywood stars endorsements. The recent work conducted by Nownes [15] supported this contrast statement; celebrity support for Hillary Clinton during the 2016 presidential election increased voter anxiety and anger. Moreover, celebrities with sterling reputation can harm a campaign instead of promoting it [14].

Due to arguments among scholars, it shows that meanings expressed by celebrities can be vary according to different situation or perceptions. Jackson and Darrow [2] mentioned about source of attractiveness model which comprises of endorsers' likability, familiarity, and physical attraction. Nevertheless, Street [35] argued that research methods, which are large-scale surveys and experimental research, during that time cannot catch people's perception of celebrity politician. Chou [17], on the other hand, mentioned McCracken's [16] "meaning transfer theory" in order to make the lucid understanding. Thus, media transfer theory may have a potential to play a role on celebrity political endorsements.

4. Meaning Transfer Theory

4.1 The General concept of Meaning Transfer

Meaning transfer model was developed by McCracken [1]. Celebrity image, according to McCracken [16], is transferred to items, and people can choose to buy. Basically, the process starts from defining cultural meaning. This cultural meaning has a movement leading to the meaning in consumer societies [36]. McCracken [16] purposed three stages involving meaning transfer based on celebrity endorser's contribution. The first stage, as mentioned above about cultural meaning [36], is defined based on the culturally constituted world. Meanings of extra

subtlety, depth, and power were delivered by celebrities. The next stage is shaped by a sophisticated marketing plan. Celebrity meaning is transferred to a product. Lastly, the last stage is a stage that consumers interpreted that meaning carried by a product.

This concept was constructed based on marketing perception. However, Jackson and Darrow [2] discussed that celebrity endorsements can be used for selling politics like consumer goods. He added that political and social beliefs can be transferred to audience from celebrities through popular rock or pop songs. Moreover, meaning Transfer Theory is used in the dimension of political endorsement [17], [19], [37].

4.2 Why is Meaning Transfer Considered?

A meaning conveyed by a celebrity has an effect to people's attitude. Conflicts about celebrity political endorsement among scholars flared up because of different types of celebrities and people. Frankena [38], as well as Rawls [39], mentioned about ethical principles in negative celebrity publicity. Turner [40], on the other hand, argued that cultural meanings and images diffused through mass media is sensitive despite presenting the advertising without celebrity endorsers. Besides, McCracken [1] explained that culture creates the word by providing meanings. So, ethical issue about chosen messages is not the only thing that should be considered, but mass media images, styles and cultural icons have to be appropriated [16], [41], [42].

To generate public opinion and reduce conflicts, media transfer may enhance CPE. In the marketing dimension, consumer knowledge correlate with a celebrity's meaning according to the brand, and behavior is the final stage which is influenced [43]. Mishra [44] declared the research which provided the result that endorser credibility relates positively to political brand credibility; besides, a political brand credibility relates positively to political brand equity. This concept is consistent with meaning transfer that McCracken [1] [16] [36], as well as Roy and Jain [43] developed.

5. Celebrity Endorsement in Meaning Transfer Theory

Due to this argument among scholars, celebrity political endorsement carries both benefits and risks. Mass public opinion may or may not follow what celebrities endorse. In the negative way, they stand against that campaign. Chou [17] applied McCracken's [16] meaning-transfer theory to explain CPE. Looking at Jain's and Roy's [19] work, they developed meaning-transfer model to describe celebrity endorsements. Hence, this meaning transfer model can be applied to clarify kinds of celebrities in order to create public opinion which comes from people who see the same direction and feel the same thing.

Jain and Roy [19] developed models comprise of four constructs: celebrity identity (CI), celebrity meaning (CM), brand meaning (BM), and consumer behavior (CB). In their further research, these variables were tested, and they found the correlation between each variable [43]. Moreover, Roy and Jain [43] found that consumer knowledge has an impact on meaning from the celebrity to the brand, and product involvement also moderate the transfer of meaning from the brand to the consumption behavior.

Due to the role of celebrity that act as the representative agent of public concerns and have an influence on public opinion [45], using celebrity political endorsement need to be carefully considered. The dynamics of communication give the meaning to those celebrities [18]. While there are conflicts among prior research results, McCracken's [16] meaning-transfer model were applied to clarify the study according to Chou [17]. He explained that political figure endorsement is considered high-level constructed messages. He synthesized media transfer theory based on celebrity political endorsement to examine the effect of consistency between

voter preferences and political party. After a day of election, people revealed that political figure endorsement was more effective when the party appeared in political advertising was inconsistent with their preference. Louw [30] and Henneberg and Chen [9] mentioned about using non-political celebrity to endorse political campaign. Chou [17] also found that idol endorsement was more effective when the party appeared in political advertising was consistent with their preference. From this point, unclear celebrities' identities may lead to the conflict. This study still has conflicts and contrasts that need to be clarified. So, in the further research, celebrities need to be identified based on the concept of meaning transfer to reduce unclear identities between political celebrities or idol celebrities.

6. Discussion

According to prior studies, most research focused on CPE on young voters during an election. Political campaigns, comparing with brand images in the marketing dimension, also have various points that people perceive. Election campaign and policy outcomes may carry different elements. To create public opinion, meaning embed in each campaign need to be clarified. Turning to what Jain and Roy [19] purposed, according to their research, CM comprised of namely, personality, credibility, physical appearance, feelings, performance, values and cogent power. These meanings were transferred to a brand via the endorsement.

Considering about credibility, it is an element that many scholars discussed about its relationship with an endorsement [6] [18] [19] [44]. Watching television heavily does not relate to how people perceive the credibility and how political opinion process [6]. However, a non-political celebrity also plays a role in CPE when those political advertising or campaigns need to be executed based on attractiveness [17] [30]. Thus, celebrities from different types can create different meanings, each of them is suitable for a specific task in political campaigns. In the further research, credibility and affection need to be considered as CM. Before interpreting the meaning transfer process, CI have to be analyzed whether it is suitable or not suitable for transfer meaning. BM can be defined as meanings that political parties or a government wants to express to people. CB is the action in politics. However, there is a lack of study about celebrity political endorsement about other political campaigns besides election campaigns. Thus, further research should enlarge a scope of this study. Jain's and Roy's [19] four constructs (celebrity identity, celebrity meaning, brand meaning, consumer behavior) may be adapted. Since Mishra [44] discussed about a political brand, celebrity political endorsement can be defined as a product. To create public opinion through meaning transfer theory which is adapted due to celebrity political endorsement, types of celebrities need to be chosen carefully before working on the process.

7. Conclusion

This paper has been constructed in order to discuss current stages of studies involved in celebrity political endorsement. Celebrity endorsement has been used in the political dimension for a long time, and public opinion is the production of this tactic. However, prior studies found various outcomes which can be defined as positive consequences or negative consequences. Some research do not clarify types of celebrities. Moreover, there are two characteristics which are credibility and attractiveness. If a celebrity is used as a spokesperson for public concerns, it can shape public opinion. Thus, meaning carried during the process of endorsement need to be considered precisely. Credibility and attractiveness are shown as definitions that political communicators concern according to the discussion in this paper. The academic benefit is that this paper can be a fundamental piece for study which relates to celebrity political endorsement and public opinion. As stated in discussion, further research may pave the new way of public opinion study based on celebrity political endorsement. As regards a practical approach, this

paper can be used as a guideline for creating a political campaign. Campaign creators can learn how to create effective messages by using celebrity endorsement technique.

8. References

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Factors Contributing to the Impulsive Buying Behaviour of Consumers & Its Role in Advertising Industry

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Abstract

It is often seen that consumers plan their purchases carefully but at the time of actually shopping, many a time, they get carried away by their emotions due to the visual appeal or attraction that a product, strategically placed in the store, may catch their eye and even though it was not part of the original shopping list, the consumer impulsively ends up buying the product. This emotional driven behaviour of consumers is known as Impulse Buying. There are several factors responsible for this impulsive buying behaviour of consumers and this area of marketing has particular potential for marketers who are always looking at ways and means of attracting the consumers' attention towards their products.

This research sought to examine the demographic and psychological factors behind such impulsive buying behaviour of consumers in order to be able to establish a relationship between these factors and the aforesaid behaviour. A number of hypotheses were established by the researcher keeping the impulsive buying as dependent variable and to study the impact of the various independent variables like age, income, gender, occupation, education, perceptions, etc on the dependent variables.

Through a primary study aided by secondary data, analysed statistically, the researcher was able to establish a relationship between impulsive buying behaviour and factors such as income, perception, motivation & attitudes and beliefs of consumers. This research can be of significance to marketers who can use the outcomes to further fine-tune their marketing strategies and successfully catch the attention of their target consumers.

Keywords: Impulse Buying, Consumer Buying Behaviour

1. Introduction

An **impulse purchase** or **impulse buying** is an unplanned decision to buy a product or service, made just before a purchase (Stern, 1962) [1]. One who tends to make such purchases is referred to as an **impulse purchaser** or **impulse buyer**. Research findings suggest that emotions and feelings play a decisive role in purchasing, triggered by seeing the product or upon exposure to a well-crafted promotional message. Individuals buying impulsively are less likely to consider the consequences or think carefully before making the purchase (Rook, 1987) [2].

Marketers & retailers tend to exploit these impulses which are tied to the basic want for instant gratification (Tifferet & Herstein, 2012) [3]. For example, a shopper in a super market may not exactly be shopping for confectionary. However, candy, gums, mints & chocolates are prominently displayed at the checkout aisles to trigger impulse buyers – and / or their children – to buy what they might not have otherwise considered. Alternatively, impulse buying can occur when a potential consumer spots something related to a product that stirs a particular passion in them, such as seeing a certain country's flag on the cover of a certain DVD. Sale items are displayed in much the same way. Awan & Nayyar Abbas (2015) [4] emphasized that demographic buying behaviour can be generated by using different tools of media.

Impulse buying can also extend to more expensive items such as automobiles & home appliances. Automobiles in particular are as much of an emotional purchase than as a rational one. This in turn leads auto dealers all over the world to market their products in rapid-fire, almost carnival-like manner designed to appeal to emotion over reason.

Impulse buying disrupts the normal decision making models in consumers' brains (Weinberg & Gottwald, 1982) [5]. The logical sequence of the consumers' actions is replaced with an irrational moment of self-gratification (Baratt, 1985 [6]; Rook, 1987) [2]. Impulse items appeal to emotional side of consumers. Some items bought on impulse are not considered functional or necessary in the consumers' lives. Consistent with general impulsiveness, impulsive buying is immediate (Baratt 1985 [6]; Rook, 1987) [2]. Preventing impulse buying involves techniques such as setting budgets before shopping & taking time out before the purchase is made.

1.1 Need for the Study

Impulse buying is a phenomenon which has been around for ages due to the psychological make-up of the consumer mind. For marketers, it is indeed a boon whereby by understanding the psychological mindset of the consumers, they can pitch their products in a particular manner, place and time to catch the eye of the consumer. Advertising & consumer buying behaviour have a strong relationship especially regarding FMCG products (Mitchell & Olson, 2000) [7]. Oh & Xu (2003) [8] say that mass media have the vital influence on consumers lives & thinking style. Researchers have found that particularly with the entry of foreign products in the Indian markets, higher disposable incomes, more organized retail markets, changing culture & lifestyle & demographic factors, there has been a noticeable change in the buying behaviour of Indian consumers (Muruganatham & Bhakat, 2013) [9]. Researchers of impulsive buying, particularly in the sub-continent countries have observed that some variables like time availability (Beatty & Ferrell, 1998) [10], gender, mood, materialism, age, culture, money (Mai et al, 2003) [11] are common influencers for such buying. Ekeng et al (2012) [12] have established that demographic characteristics have significant influence on impulse buying. Thus, there is a need to study the factors contributing to the impulsive buying behaviour of consumers with the aim of identifying the impact it is likely to have on the advertising and marketing industries, since advertisements do have an impact on the consumers' buying decisions (Rasool et al, 2012) [13]. Abideen, Z U., & Saleem, S (2011) [14] have proved that necessity, brand recall & stimulation advertisements can affect the consumers buying behaviour & therefore the outcome of this study can go a long way in achieving the ultimate motives of advertisers i.e. to stimulate the buying decision of the consumer.

2. Research Methodology

2.1 Problem Statement

Impulsive buying is one of the most important areas affecting the advertising industry. An attempt is made by the researcher to analyse the factors contributing to the consumer behaviour for impulsive buying & its impact on the advertising industry.

2.2 Research Objectives

- (a) To identify the relationship between impulsive buying behavior of consumers & demographic factors
- (b) To identify the relationship between impulsive buying behavior of consumers & psychological factors
- (c) To identify the role of consumers impulsive buying behavior in the advertising industry

2.3 Hypothesis

With reference to the objectives considered above, the following hypothesis were considered:

- HI H₁ There is no relationship between impulsive buying & gender
- H₂ There is no relationship between impulsive buying & age
- H₃ There is no relationship between impulsive buying & income
- H₄ There is no relationship between impulsive buying & education
- III H₅ There is no relationship between impulsive buying & perception
- H₆ There is no relationship between impulsive buying & motivation
- H₇ There is no relationship between impulsive buying & attitudes & beliefs

2.4 Scope of the Study

With the intention of completing the research project in a short time frame, an attempt was made by the researcher to restrict the scope of research to 100 respondents living in the city of Mumbai, India. The study is confined to only retail sector (Grocery, food items, shoes, clothes, etc). The parameters of interest considered for the research are demographic & psychological factors.

2.5 Variables of the Study

Y – (Dependent Variable) = Impulsive Buying

X – (Independent Variable) = X₁=Income, X₂=Gender, X₃=Age, X₄=Occupation, X₅=Attitudes & Beliefs, X₆=Motivation, X₇=Perception, X₈=Education

2.6 Sampling Design

The sampling design considered was simple random sampling method. Also a sample size of approximately 100 respondents was considered.

2.7 Research Design

The research design deployed by the researcher was exploratory/explanatory, descriptive. Since the research problem which was formulated was based on the secondary data available, the research adopted exploratory flavour. Also since the research problem was not so accurately defined, the research is exploratory in nature.

2.8 Statistical Techniques

The research made use of statistical technique chi-square test to answer what, when, how, etc of the problem thus making it descriptive in nature.

For proving hypothesis, statistical technique of chi-square test is used for finding relationship between impulsive buying, demographic factors, socio-economic & psychological factors.

2.9 Research Instrument

The researcher made use of a structured questionnaire & secondary data was collected from published articles, trade magazines, newspapers, business articles, journals, etc.

2.10 Method of Data Collection

Primary data was collected from respondents using standard questionnaire & secondary data was collected from published articles, trade magazines, newspapers, business articles, journals, etc.

2.11 Limitations of the Study

The study was restricted to the following limitations:

- (1) Only respondents of suburban Mumbai were considered for the study

- (2) The sample size was restricted to 100 respondents only due to time, cost & logistical limitations
- (3) Secondary data & information collected for review was assumed to be authentic in nature
- (4) There was scope of respondents' bias creeping in
- (5) In retail sector only grocery, foodstuffs, shoes, clothes etc were considered and other items were excluded

3. Data Analysis & Findings

HI. H₁ There is no relationship between impulsive buying & gender

Table 1: Hypothesis I testing relationship between impulsive buying behaviour and gender

	Chi Square Tests		
	Value	Df	Asymp.Sig. (2 Sided)
Pearson Chi Square	31.499 ^a	24	.140

Sources: SPSS

P value = 0.140

Since p value > 0.05

Thus H₁ stands rejected

Therefore there is no relationship between Impulsive buying & Gender

HI. H₂ There is no relationship between impulsive buying & age

Table 2: Hypothesis II testing relationship between impulsive buying behaviour and age

	Chi-Square Tests		
	Value	Df	Asymp.Sig.(2-Sided)
Pearson Chi-Square	8.318E2 ^a	792	.159

Source: SPSS

P value = 0.159

Since p value > 0.05

Thus H₂ stands rejected

Therefore there is no relationship between Impulsive buying & age

HI. H₃ There is no relationship between impulsive buying & income

Table 3: Hypothesis III testing relationship between impulsive buying behaviour and income

	Chi-Square Tests				
	Value	Df	Asymp.Sig.(2-Sided)	Exact Sig. (2 – Sided)	Exact Sig. (1 – Sided)
Pearson Chi - Square	7.945 ^a	1	.005		
Continuity Correlation ^b	6.449	1	.011		
Fisher's Exact Test				.010	.006
Linear -by-Linear Association	7.865	1	.005		

Source: SPSS

P value = 0.006

Since p value < 0.05

Thus H₃ stands accepted

Therefore there is a relationship between Impulsive buying & Income

HI. H₄ There is no relationship between impulsive buying & education

Table 4: Hypothesis IV testing relationship between impulsive buying behaviour and education
 Chi-Square Tests

	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	5.539 ^a	8	.699
Linear-by-Linear Association	.191	1	.662

Source: SPSS

P value = 0.699

Since p value > 0.05

Thus H₄ stands rejected

Therefore there is no relationship between Impulsive buying & Education

III. H₅ There is no relationship between impulsive buying & perception

Table 5: Hypothesis V testing relationship between impulsive buying behaviour and perception
 Chi-Square Tests

	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	42.047 ^a	24	.013

Source: SPSS

P value = 0.013

Since p value < 0.05

Thus H₅ stands accepted

Therefore there is a relationship between Impulsive buying & Perception

III. H₆ There is no relationship between impulsive buying & motivation

Table 6: Hypothesis VI testing relationship between impulsive buying behaviour and motivation
 Chi-Square Tests

	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	42.047 ^a	24	.013

Source: SPSS

P value = 0.013

Since p value < 0.05

Thus H₆ stands accepted

Therefore there is a relationship between Impulsive buying & Motivation

III. H₇ There is no relationship between impulsive buying & attitudes and beliefs

Table 7: Hypothesis VII testing relationship between impulsive buying behaviour and attitudes & beliefs
 Chi-Square Tests

	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	32.808 ^a	21	.048
Linear-by-Linear Association	11.979	1	.001

Source: SPSS

P value = 0.048

Since p value < 0.05

Thus H₀ stands accepted

Therefore there is a relationship between Impulsive buying & attitudes & beliefs.

4. Discussion

This study is focused on understanding the specific type of consumer buying behaviour called impulse buying. As pointed out by Khan, Humayun & Sajjad (2015) [15], 30-50% of all buying is classified as impulse buying & about 90% of consumers are impulse buyers. These figures are quite substantial and therefore it is imperative that this behaviour of consumer needs to be examined thoroughly as it is significant value for marketers (Badgaiyan & Verma, 2014) [16]. One of the main findings of the study shows that there is a relationship between Impulsive buying & income of consumers which is consistent with earlier studies which found that impulse buying increases as consumers have more money availability (Badgaiyan & Verma, 2015) [17], Beatty & Ferrell, 1998) [10]. According to Jeon (1990) [18], there is a marginal association between impulse buying & money availability. A customer's planned shopping can be changed substantially if he or she has more money – Income levels have a direct impact on the purchasing power of people (Foroughi, Buang & Sadeghi, 2012) [19]. More income gives more freedom to the consumer and last moment attractions with the greed of instant gratification make products within reach and as a result impulse buying.

The other demographic factors such as age, gender and education levels did not show a significant relationship with the impulse buying behaviour in this study as such and therefore need not be given as much importance. However these demographic factors are also important and more detailed study on them can be undertaken under scope for future research on the topic. Out of the three psychological factors, all three factors are showing significant relationship with impulsive buying behaviour of consumers. Abdul Gafoor et al (2016) [20] have shown that advertising has proven to be significantly interrelated with inducing impulsive buying behaviour among consumers. Smart advertising through the right medium helps in building up the consumer perception about a particular product (Crawford & Molnar, 2008) and has positive effect on the consumer's motivation level (Abideen & Saleem, 2011) [14]. These two factors help in bringing about a positive attitude & belief in the customer which enables him to make the impulsive buying decision at the last moment. This is the very reason why this study can help in determining the role of impulsive buying behaviour in the advertising industry because the success of the advertising effort depends on such a positive outcome. (Bakshi & Gupta, 2013) [21] and (Chakrabarthy et al, 2013) [22].

5. Conclusions

One of the major contributions of this research is in understanding the behaviour of customers who are prone towards impulsive buying & also understanding the factors contributing to the same. Thus this research can be of great help to marketing managers to drive their marketing plans (Olson & Mitchell, 2000) [7]. Also the research highlights the relationship between

dependent variable i.e. impulsive buying & the independent variables which are broadly classified into Demographic & Psychological factors. This will help organizations to develop appropriate strategies in retail sector for marketing their goods and catching the attention of their customers (Oh & Xu, 2003) [8] & (Rasool et al, 2012) [13].

Human beings are emotionally driven a major part of their time and these emotions drive the impulsive buying behaviour of the consumers. By understanding the factors responsible, appropriate attention can be given towards the emotional appeal to consumers whereby products which are not intended to be bought, also get bought due to the placement, timing and the environs of the stores (Babin & Kim, 2001) [23]. Impulsive buying behaviour has always been a big potential and support for marketing managers and many products' sale is solely dependent on these sudden buying impulses of the consumers.

Advertising industry needs to target this area of marketing more specifically as it is easy to catch the eye of the consumer and persuade him or her to buy your product on impulse by a careful pre-study of the demographic & psychological factors behind the consumer's behaviour (Beatty & Ferrell, 1998) [10] & (Mai et al, 2003) [11].

6. Recommendations

Keeping in mind the outcome of the study, the marketers, especially retail outlets/supermarkets owners can actually capitalize on these consumer instincts of impulsive buying & can make consumers spend more than they intended to. For instance, to trigger these impulses, enlightening the consumers' mood is equally important as to provide them with attractive offers & discounts. In addition to this, favourable environment created by attractive displays, lighting, good ambience and good service can go a long way in reinforcing the positive attitude and belief of consumers. Attractively priced products, unique offers and loyalty rewards also act as good motivational forces towards this end. Moreover, carefully building an attractive perception in the mind of the potential customer, acts as a subconscious trigger for such impulsive purchases in the minds of the consumers much before the consumers have even entered the store. A careful consideration and appropriate action on the above factors can help in disrupting the planned and budgeted spends of consumers and aid in boosting sales of retailers and other similar segments by compelling the triggering of the impulsive buying behaviour of consumers. The advertising industry has a major role in the achievement of these objectives.

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Establishing Templates of Time Standards for Wire Electrical Discharge Machine Station and Grinding Station: A Case of LEADTECH International Corporation Limited

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ABSTRACT

For small-scale metal processing companies such as LEADTECH International Corporation Limited, their management is probably experience-oriented. In this study, a simple data analysis method is provided to develop a fair and efficient working hour calculation template so that production management staff can use it immediately and supervise processing staff improving their efficiency. Finally, it is verified that the monthly overall mean value of α of the wire electrical discharge machining (WEDM) station has gradually approached the α value set by the template, which is in line with the big data law. This serves as a basis for the company to adjust its management modes in the future. Then, establishing the initial standard working hour template for the grinding station makes the research method proposed in this study more convincing. From the development and use of the two templates to the present, the standard working hour templates for the WEDM station and grinding station are extremely accurate, which is highly appreciated and recognized by the senior management of the company.

Keywords: Metal processing industry, die, wire electrical discharge machine station, grinding station, templates of time standards

1. Introduction: Echoing the Development Trend of Modern Industry

Today's manufacturing industry is mainly based on Industry 4.0, a high standard which companies in general high-tech industries use to build suitable data analysis systems. LEADTECH International Corporation Limited, which is a company in the traditional industry, strives to keep up with the trend of advancement. Occasionally, this company applied for the 2019 "Rebuild After PhDs' Industrial Skill and Expertise (RAISE)" hosted by the Ministry of Science and Technology and obtained the government grant. Dr. Ying-Yuan Chen was assigned by the Metal Industries Research & Development Centre to work in the company for one year. Dr. Ying-Yuan Chen personally observed the company and had intensive meetings to discuss with the internal senior management team to brainstorm ideas and stimulate new thinking. Thinking beyond the traditional methods, the company sets its vision to change the current management mode, including work study, operation management, quality management, performance evaluation, demand forecasting and production scheduling. And it is important to inform foreign customers of the proposed improvement planning, so as to stabilize customer loyalty and satisfaction, improve order visibility and reduce production costs.

Founded in 1997, LEADTECH is a company that specializes in the research, development, and manufacturing of precision continuous stamping dies. In the 24 years since its foundation, various types of historical data have been well preserved within the company but rarely used for subsequent data analysis or integration, and the data have been stored on paper without any plan for computer-based filing. The general manager always has a goal in mind and hopes to upgrade the company's knowledge and industry and seeks changes from the bottom of the

company. Therefore, he initially wants to start from setting up standard working hours. There are four stations in the production process of precision continuous stamping die machining, namely, wire electrical discharge machining (EDM) station, grinding station, comprehensive machining station and assembly station. In this case, firstly, the wire EDM station and grinding station are taken as the examples for data analysis, and the results are compared with the machining charges of outsourcing firms to understand the company's competitiveness in the industry. Secondly, the implications of the used statistical tools and management are discussed, and standard templates are developed for production management staff to determine the correct estimated working hours for all workpieces, then the reasonable efficiency is calculated after actual working hours are obtained, so that the reward mechanism can be more transparent and employees can be more convinced of the company system. Standard working hours can save a considerable cost for the company's long-term operation and effectively eliminate the employees' slow work. After the templates are established for the wire EDM station and grinding station, they will be expanded to include the other two stations. Due to different machining attributes of the stations, different mathematical tools must be used. However, new data will be continuously input to the completed templates for verification and fine-tuning based on the rolling feedback mechanism.

2. Background and Future Development of LEADTECH

2.1 Business profile

Since the foundation of LEADTECH, President Tong-Cheng Lee has adhered to the business philosophy of focusing on precision continuous stamping die research, development and manufacturing. Having successfully manufactured over 3000 dies, LEADTECH can be described as a forerunner in Taiwan's die industry, with customers all over the world (see Figure 1). After that, in order to meet the needs of the customer-driven global supply chain, its business was expanded to specialize in producing stamping products and finished products of various metal parts for its customers, and the products are applied in the fields such as computer, electronics, communications, door locks, automobiles, medical care and green energy industry (see Figure 2). Customized Make to Order (MTO) production is adopted for most orders. One-step production is used from die development to finish product delivery, so that customers do not have to separately contract dies and stamping products to different manufacturers for development and production. In this way, a lot of information transmission time is saved, and there will be less modification caused by die development errors or less reworking and scraping resulting from defective stamping products. And such features allow customers to place orders to LEADTECH with peace of mind and enjoy timely delivery and high-quality products.



Figure 1 Global distribution of customers



Figure 2 Stamping products applied in various fields

2.2 Future development trend

LEADTECH has been producing high-quality stamping dies for customers for a long time, and its contributions are universally recognized in the die industry. In order to meet customer needs and industrial development trend, the company has especially establish a new stamping business division to rise various challenges of customers, to develop various new precision metal stamping products for them. Moreover, due to the rise of environmental awareness

recently, the demand for metal processing has shifted from general stamping products to green energy-oriented products. Hence, the stamping business division of LEADTECH has started a layout transformation to continue to maintain the company's competitiveness.

LEADTECH has set medium- and long-term development goals, in order to move towards own brands and green energy product production for global sale. The fuel cell industry has been selected as LEADTECH's investment target in the next stage, and development of multiple products and design of high-quality continuous stamping die are included in the development strategy.

3. Research Method

3.1 Industrial engineering seven tools

Without the standard methods to follow in improving field working environment, so it is difficult for LEADTECH to change the existing production process or machining details. After Dr. Chen joined the company's management team and many internal meetings were held for discussions, the industrial engineering (IE) seven tools were determined to be essential for improvement. There are many different versions of the IE seven tools, and those the most commonly used in the industry are: process procedure, man-machine operation, two-hand operation, motion improvement, work sampling, 5×5 W1H and fool proof (Liu, et al. [1]). LEADTECH currently focuses on the development of standard working hours. This idea falls into the scope of man-machine operation, that is, in the field of work study. For instance, man-machine chart (see Table 1) mainly investigates the machining time that operators spend on machines and selects different mathematical tools to analyze the collected data.

Table 1 Man-machine table

Operation name: wire EDM		Date:2019.09.25	
Workpiece name: D1940A02		Analyst: Hsiao-Yu Chen	
Machine: CHMER GX640L			
Man-machine chart		Machine	
Operator			
Operation	Time	Operation	Time
Put the material to the workbench of a wire electrical discharge machine (similar to setting up dies)	15minutes	15minutes	Wait
Start the machine	5minutes	5minutes	Start the machine
Wait (machining time)	75minutes		
Get a spray gun	1minutes	84minutes	Machine running
Clean up the iron filings	8minutes		
Move the finished product to temporary storage area for work-in-process products	15 minutes	15 minutes	Wait

On this basis, the target to be improved, which may be a machine or manual operating process could be determined. This helps to reduce costs, improve quality and enhance productivity. It is a part of Industry 4.0 (data analysis). Therefore, in this case, the data from the wire EDM station and grinding station in the die machining process are analyzed, to develop a suitable standard working hour template, so that the management, labor and investor can accept this mechanism. During the data analysis, the template accuracy shall be verified monthly, and whether the way to establish the template shall be improved and whether various dimensions

are considered shall be reviewed after running for six months to a year. If the residual between estimated working hours can be created by the template and actual working hours is low and such situation continues for several months, the template can be formally finalized and will not be modified.

3.2 LEADTECH's die assembly production and processing flow

A die consists of many parts and components, and a complete die is assembled by combining all parts and components at the assembly station. All parts and components may be outsourced or machined in plants, and then passed through the wire EDM station, central cutting station and grinding station, and finally assembled at the assembly station, as shown in Figure 3. Moreover, the machining sequence is fixed for some workpieces while non-fixed for others, leading to different machining time which must depend on decision makers' free deployment, so the delivery time is highly uncertain in the die industry. For instance, the machining sequence and time for Part D1910B03-stamping plate at all stations is: central cutting-360 minutes, flat grinding-240 minutes, wire EDM-500minutes; and the machining sequence and time for Part D1910C03-stamping plate at all stations is: central cutting-390 minutes, flat grinding-240 minutes, wire EDM-650 minutes. It is easy to cause changes due to the difference in sequence and time. Therefore, if an accurate standard working hour template for all stations can be developed, standard working hours and punctual delivery will be certainly achieve and the performance evaluation of all machine operators can be controlled.

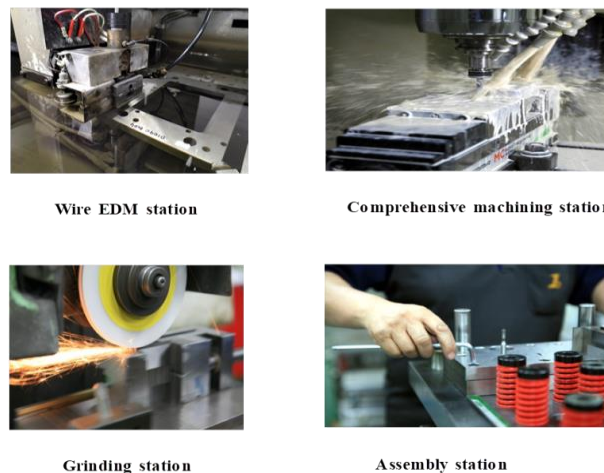


Figure 3 Diagram of die machining site

3.3 Development process of standard working hour template for wire EDM station and grinding station

3.3.1 Employees of LEADTECH's manufacturing department

If there is no standard for the company to restrain employees' work, old employees will put off their tasks, causing work delay. As the die machining process is closely linked, delay will cause stations to get stuck. At this time, at some stations, there are a lot of workpieces stacked in the temporary storage area for machining and the work is so heavy that employees cannot breathe; while, at some stations, there is no workpiece to be machined and employees have nothing to do. In this situation, it is difficult for production management engineers to allocate work and for products to be delivered to customers on schedule, let alone to estimate the die machining costs.

3.3.2 LEADTECH's management

(1) Senior management: the general manager wanted to make a change to deal with external

competition, so he took the initiative to report to the president the idea of developing a standard working hour template. After hearing the report, the president thought it was a good suggestion and instructed the general manager to convey his idea to Dr. Chen to try to put it into practice. If the standard working hour template can be completed, it will certainly help the company to establish a new system and save considerable costs. In the implementation, the simple wire EDM station and grinding station were selected as the demonstration targets, and then it was expanded to other stations after completion. It is worth noting that the standard hours for some stations are difficult to estimate. For instance, for comprehensive machining station-central cutting, the original material volume, volume after rough cleaning, surface area after finishing and reserved thickness shall be considered to calculate the standard working hour template. In addition, factors such as the type of used tool and the skill of 3D programming can also affect the actual machining time, and employee compliance is more of a problem.

(2) Manufacturing Specialist-Dr. Ying-Yuan Chen: metalworking is a field unfamiliar for Dr. Chen. In order to complete the task to develop a standard working hour template, Dr. Chen gradually became familiar with it after making great efforts and devoting himself to the die production process personally. In addition, he started to develop the initial concept of the suitable standard working hour template by getting feedback and inspirations through consulting with managers and employees. And then, after discussions at many meetings, the prototype was basically finalized and the subsequent tasks began to be carried out.

(3) Manufacturing Manager Mr. Lin: Mr. Lin has complete qualifications in the company and highly understands the machining modes of all stations. In the past, he figured out the estimated machining time (in minutes) for all workpieces based on his own experience, but sometimes the rule of thumb was inaccurate. Because the general manager intended to develop a standard working hour template and Dr. Chen wanted to give it to the production management staff to carry out, time and efforts were saved.

(4) Manufacturing personnel Mr. Guo: Mr. Guo is fully aware of the production management of the company. However, he really has no idea how to show the estimated machining time (in minutes) in the dispatch list (see Table 2) in the morning and show the performance rating coefficient in the next morning, because he never knows what the estimated machining time for a workpiece. Therefore, he keeps reporting this condition to the senior management, to confirm if an automatic data calculation template can be developed, preferably in an Excel file, so that he can immediately know the estimated machining time of all workpieces and adjust overestimated and underestimated values. Then, he can convene meetings to review whether the standards for employees are too tight or too loose, in order to try to find a balance that employees are convinced of and willing to abide by.

Table 2 Daily dispatch list

Date	Machining time calculation				Synthetic Rating (Liu, et al. [1])	
Employee: Hsiao-yu Chen	Workpiece name	Estimated machining time (minutes)	Actual machining time (minutes)	Performance coefficient	rating	
	A	20	30	67%		
	B	20	30	67%		
	C	20	20	100%		
	D	20	20	100%		

3.3.3 Convening a meeting to develop the standard working hour template

In the morning on June 18, 2019, the general manager took the first version of the standard working hour template for the wire EDM station developed by Dr. Chen, to gather relevant staff

to discuss the details. Based on the historical processing data and attendees' overall opinion, after about a month's efforts, the confirmed standard working hour template for the wire EDM station - α parameter (see Figure 4) was completed on July 22, 2019. New data must be input into this template to verify whether adjustments are needed. For calculation convenience, a modified version- β parameter (see Figure 5) was developed on September 19, 2019. For the thickness from 11mm to 30mm, $\beta=0.15/7=0.0214$ (minute/mm²). Especially, it is very simple to calculate β parameter, and the estimated machining time (minute) can be calculated by $\beta \times \text{thickness} \times \text{perimeter}$. The formula derivation is as below:

$$\frac{\alpha(\text{NTD} / \text{mm}^2) \times \text{thickness} \times \text{perimeter}}{7(\text{NTD} / \text{minute})} = \lambda(\text{minute}), \lambda(\text{minute}) \text{ is the estimated machining time.}$$

$$\Rightarrow \left[\frac{\alpha(\text{NTD} / \text{mm}^2)}{7(\text{NTD} / \text{minute})} \right] \times \text{thickness} \times \text{perimeter} = \lambda(\text{minute})$$

$$\Rightarrow \beta \times \text{thickness} \times \text{perimeter} = \lambda(\text{minute}), \text{ where } \beta = \left[\frac{\alpha(\text{NTD} / \text{mm}^2)}{7(\text{NTD} / \text{minute})} \right]$$

The development flowchart of the standard working hour template for the wire EDM station is shown in Figure 6, and its data collection process is shown in Figure 7. By inputting perimeter (L) and thickness (T) into the appropriate standard working hour template for the wire EDM station selected according to the thickness, the estimated machining time can be calculated. Because the general manager was considerate of employees' hard work and gave them a buffer, the data were unconditionally rounded up to the multiples of 5. For example, if the perimeter is 1286mm and the thickness is 13mm, a template of $\alpha=0.15$ (NTD /mm²) or $\beta=0.0214$ (minute /mm²) can be selected to calculate an estimated machining time of 358 minutes which is unconditionally rounded up to 360 minutes, a multiple as 5 (see Figures 4 and 5), so as to find the optimal parameter α and optimal parameter β (see Table 3).

Thickness 0~10 mm				
$\alpha=$	Perimeter (L)	Thickness (T)	(Estimated) machining time	Unconditionally rounded up to multiples of 5
0.30	334	7	100	105

Thickness 11~30 mm				
$\alpha=$	Perimeter (L)	Thickness (T)	(Estimated) machining time	Unconditionally rounded up to multiples of 5
0.15	1286	13	358	360

Thickness 31~50mm				
$\alpha=$	Perimeter (L)	Thickness (T)	(Estimated) machining time	Unconditionally rounded up to multiples of 5
0.13	250	35	163	165

\geq Thickness 50 mm				
$\alpha=$	Perimeter (L)	Thickness (T)	(Estimated) machining time	Unconditionally rounded up to multiples of 5
0.10	235	162	544	545

Figure 4 Confirmed version of efficiency analysis of wire EDM station (α parameter)

Thickness 0~10 mm				
$\beta=$	Perimeter (L)	Thickness (T)	(Estimated) machining time	Unconditionally rounded up to multiples of 5
0.0429	334	7	100	105

Thickness 11~30 mm				
$\beta=$	Perimeter (L)	Thickness (T)	(Estimated) machining time	Unconditionally rounded up to multiples of 5
0.0214	1286	13	358	360

Thickness 31~50mm				
$\beta=$	Perimeter (L)	Thickness (T)	(Estimated) machining time	Unconditionally rounded up to multiples of 5
0.0186	250	35	163	165

\geq Thickness 50 mm				
$\beta=$	Perimeter (L)	Thickness (T)	(Estimated) machining time	Unconditionally rounded up to multiples of 5
0.0143	235	162	544	545

Figure 5 Confirmed version of efficiency analysis of wire EDM station (β parameter)

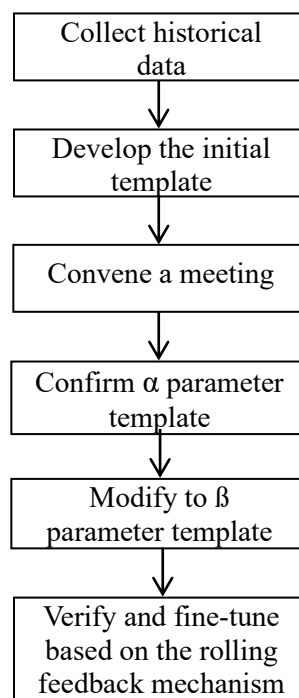


Figure 6 Development flowchart of standard working hour template for wire EDM station

No.	Date	Quota	Estimated machine processing time	Unconditionally rounded up to multiples of 5	Processing time estimated by the manager	Actual processing time	α	Thickness	Perimeter	Actual per piece estimated
1	9/12	1	547	550	548	548	0.13	45	655	5.9
2	9/12	1	35	35	30	30	0.15	24	48	5
3	9/12	4	31	35	30	28	0.15	23	43	3.5
4	9/12	1	25	25	40	40	0.15	22	52	15
5	9/12	2	70	70	120	40	0.15	39	86	10
6	9/12	1	120	120	140	140	0.15	24	221	20
7	9/12	4	24	25	130	30	0.13	50	20	0
8	9/12	1	85	90	90	90	0.13	45	102	10
9	9/12	1	105	105	110	110	0.13	50	113	5
10	9/16	10	99	100	1200	120	0.15	20	250	20
11	9/16	20	84	95	2400	120	0.15	20	220	25
12	9/17	1	31	35	30	30	0.15	31	53	5
13	9/17	1	31	35	30	30	0.15	31	53	5
14	9/17	1	31	35	30	30	0.13	31	53	5
15	9/17	1	52	55	40	40	0.10	25	48	5
16	9/17	1	40	40	40	40	0.10	25	54	0
17	9/17	1	40	40	40	40	0.10	25	54	0
18	9/17	1	300	300	330	330	0.13	40	513	15

Collect all information filled out by the workers of the

The management inputs the data

Thickness 31-50mm				
$\alpha=$	Perimeter (L)	Thickness (T)	(Estimated) machining time	Unconditionally rounded up to multiples of 5
0.13	655	45	547	550

Processing time estimation using No. 1

Figure 7 Development flowchart of standard working hour template for wire EDM station

Table 3 Optimal parameters for efficiency analysis of wire EDM station

	Thickness 0~10mm	Thickness 11~30mm	Thickness 31~50mm	Thickness above 50mm
Template (Developed July 22, 2019)	$\alpha=0.30$ (NTD /mm ²)	$\alpha=0.15$ (NTD /mm ²)	$\alpha=0.13$ (NTD /mm ²)	$\alpha=0.10$ (NTD /mm ²)
Template (Modified September 19, 2019)	$\beta=0.0429$ (minute/mm ²)	$\beta=0.0214$ (minute /mm ²)	$\beta=0.0186$ (minute /mm ²)	$\beta=0.0143$ (minute /mm ²)

And then, Dr. Ying-Yuan Chen took the template as shown in Figure 4 to hold a meeting to discuss with the employees. Finally, the employees confirmed that they could achieve the optimal parameters of the estimated machining time, and after other confirmation, they signed the meeting minutes. Finally, the internal contact form (see Figure 8) was signed and submitted to the general manager for announcement and implementation. The standard working hour template for the wire EDM station has been completely for three months and expanded to the initial standard working hour template for the grinding station (see Figure 9) which has been completed recently, so that Dr. Chen was more confident to complete the standard working hour templates for other stations (such as central cutting station, assembly station and design station).

Issued by: _____ Issued on: _____ Recipient: <input type="checkbox"/> Sales <input type="checkbox"/> Marketing <input type="checkbox"/> Design <input type="checkbox"/> Procurement <input checked="" type="checkbox"/> Factory <input checked="" type="checkbox"/> Manufacturing control <input type="checkbox"/> Quality control <input type="checkbox"/> Comprehensive machining <input checked="" type="checkbox"/> Wire EDM <input type="checkbox"/> Grinding <input type="checkbox"/> Assembly <input type="checkbox"/> Others Name: _____ Posted on: _____ Content: _____			
President	General Manager	Senior Manager	Manufacturing manager
		Manufacturing Department	
		Administration Department	

Figure 8 Company's internal contact form

Machining time less than 42 minutes	SG	$\alpha=$	Number of grinding surfaces	Length	Width	Area	Standard area	Area <31250, (estimated) machining time	(Estimated) machining time
		0.004	2	154	125	19250	31250	26	35

Machining time more than 42 minutes	SG	$\alpha=$	Number of grinding surfaces	Length	Width	Area	Standard area	Area >31250, (estimated) machining time
		0.004	2	470	270	126900	31250	169

Machining time more than 42 minutes	SG	$\beta=$	Number of grinding surfaces	Length	Width	Area	Standard area	Area >31250, (estimated) machining time
		750	2	470	270	126900	31250	169

Figure 9 Initial standard working hour template for grinding station

In the standard working hour template for the grinding station, the classification was based on the standard area of 31250 mm², and those less than 31250 mm² were classified into a group.

For example, if the length is 154mm, the width is 125mm and the area is 19250mm²<31250mm², through calculation, the estimated machining time is 26 minutes. It is 30 minutes after being unconditionally rounded up to a multiple as 5 and is 35 minutes after plus to 5 minutes. If the length is 470mm, the width is 270mm and the area is 126900mm²>31250mm², through calculation, the estimated machining time is 169 minutes (see Figure9). The estimated machining time (in minutes) can be calculated, once the area is calculated.

This template, same as that for the wire EDM station, for calculation convenience, a template of $\alpha=0.04(\text{NTD} / \text{mm}^2)$ or $\beta=750 (\text{mm}^2 / \text{minute})$ was developed. Especially, it is very simple to calculate β parameter, and the estimated machining time (minute) can be calculated by area/β . The formula derivation is as below:

$$\frac{\alpha(\text{NTD} / \text{mm}^2) \times 2 \times \text{length} \times \text{width}}{6(\text{NTD} / \text{minute})} = \lambda(\text{minute}), \lambda(\text{minute}) \text{ is the estimated machining time.}$$

$$\Rightarrow \frac{\frac{4}{1000}(\text{NTD} / \text{mm}^2) \times 2 \times \text{length} \times \text{width}}{6(\text{NTD} / \text{minute})} = \lambda(\text{minute})$$

$$\Rightarrow \frac{\text{Area}(\text{mm}^2)}{\frac{1000}{4}(\text{mm}^2 / \text{NTD}) \times \frac{1}{2} \times 6\text{NTD} / \text{minute}} = \lambda(\text{minute})$$

$$\Rightarrow \frac{\text{Area}(\text{mm}^2)}{\frac{6000}{8}(\text{mm}^2 / \text{minute})} = \lambda(\text{minute})$$

$$\Rightarrow \frac{\text{Area}(\text{mm}^2)}{750(\text{mm}^2 / \text{minute})} = \lambda(\text{minute})$$

$$\Rightarrow \frac{\text{Area}(\text{mm}^2)}{\beta(\text{mm}^2 / \text{minute})} = \lambda(\text{minute}), \beta = 750(\text{mm}^2 / \text{minute})$$

3.4 Tracking analysis of the standard working hour template for the wire EDM station

During the wire EDM, with a copper wire as the electrode and pure water as the working fluid, the copper wire is moved to discharge between it and the machined object (see Figure10), and the heat generated can be used to remove the unwanted parts of the object to be machined. A GX640L wire electrical discharge machine (see Figure11) developed by Ching Hung Machinery & Electric Industrial Co., Ltd. is one of the main machines used for wire EDM by LEADTECH. In the development of the standard working hour template for the wire EDM station, the workpiece data generated during the machining of GX640L were also analyzed.

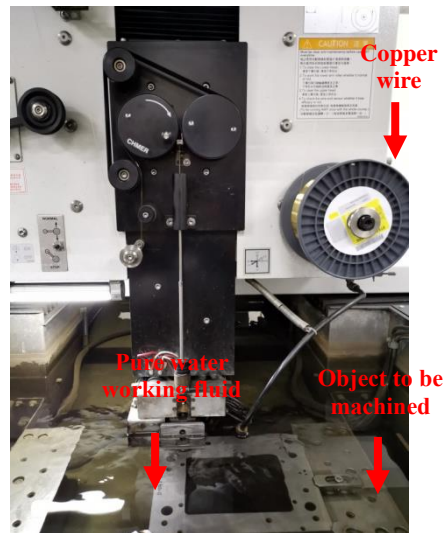


Figure10 Diagram of wire EDM



Figure 11 CHMER-GX640L wire electrical discharge machine

New data are input into the completed standard working hour template for the wire EDM station for verification. In this case, a total of 743 data from July 2019 to September 2019 were calculated and analyzed by the template to obtain the comparison table of α value at each stage of wire EDM station (see Table 4) and comparison table of monthly α weighted mean of wire EDM station (see Table 5). According to the comparison table of monthly α weighted mean of wire EDM station, the overall monthly α mean has gradually approached the α value set by the template. Under the concept of big data for Industry 4.0, the more data are collected, the more likely it will approach the template. Or, the template can be fine-tuned at any time to compete with the outsourcing firms, which proves that this template is feasible in this stage.

Table 4 Comparison of α value at each stage of wire EDM station

	Machined object's thickness 0-10 mm	Machined object's thickness 11-30 mm	Machined object's thickness 31-50 mm	Machined object's thickness above 50 mm
July 2019 (CHMER-EQ325) (183 data)	$\alpha=0.261$ (14 data)	$\alpha=0.147$ (94 data)	$\alpha=0.121$ (49 data)	$\alpha=0.116$ (26 data)
July 2019 (CHMER-GX640L) (70 data)	$\alpha=0.255$ (7 data)	$\alpha=0.137$ (37 data)	$\alpha=0.131$ (20 data)	$\alpha=0.112$ (6 data)
August 2019 (CHMER-EQ325) (231 data)	$\alpha=0.366$ (40 data)	$\alpha=0.160$ (109 data)	$\alpha=0.118$ (49 data)	$\alpha=0.109$ (33 data)
August 2019 (CHMER-GX640L) (63 data)	$\alpha=0.292$ (5 data)	$\alpha=0.141$ (40 data)	$\alpha=0.124$ (17 data)	$\alpha=0.123$ (1 data)
September 2019 (CHMER-EQ325) (156 data)	$\alpha=0.366$ (10 data)	$\alpha=0.142$ (86 data)	$\alpha=0.125$ (33 data)	$\alpha=0.101$ (27 data)
September 2019 (CHMER-GX640L) (40 data)	$\alpha=0.179$ (2 data)	$\alpha=0.134$ (19 data)	$\alpha=0.124$ (12 data)	$\alpha=0.088$ (7 data)

Table 5 Comparison of monthly α weighted mean of wire EDM station

	Machined object's thickness 0-10 mm	Machined object's thickness 11-30 mm	Machined object's thickness 31-50 mm	Machined object's thickness above 50 mm
Weighted mean for July	$\alpha=0.259$	$\alpha=0.144$	$\alpha=0.124$	$\alpha=0.115$
Weighted mean for August	$\alpha=0.358$	$\alpha=0.154$	$\alpha=0.120$	$\alpha=0.109$
Weighted mean for September	$\alpha=0.335$	$\alpha=0.141$	$\alpha=0.125$	$\alpha=0.098$
Overall mean	$\alpha=0.317$	$\alpha=0.146$	$\alpha=0.123$	$\alpha=0.107$
Template	$\alpha=0.300$	$\alpha=0.150$	$\alpha=0.130$	$\alpha=0.100$

4. Conclusion

4.1 LEADTECH's Goal in the Next Stage

Industry 4.0, another industrial revolution, is undoubtedly a trend that Taiwan's enterprises will follow in the future. The die industry must combine artificial intelligence, big data analysis and the Internet of Things to be more competitive. Although LEADTECH's dies are high-quality and precision, its goal in the next stage is to have good machine management by starting with machines at all stations in the spirit of Industry 4.0. Its future vision is to cooperate with machine manufacturers to keep trying to develop machines equipped with embedded sensors, so as to transmit data back to the monitor mainframe via 4G transmitters. In this way, the wire electrical discharge machine can predict failures for prevention and maintenance, the tool damages at the central cutting station can be monitored in real time, and all machining data at all stations can be transmitted back on time, so as to facilitate mass data analysis and achieve the goal of intelligent production.

4.2 Research Empirical Results

The empirical results of the research method provided by this study meet the expectation, particularly, the monthly overall mean value of α of the wire EDM station has gradually approached the α value set by the template. By establishing the initial standard working hour template for the grinding station, we have extended and found another template to estimate working hours, and the same working hours estimated by the original template are obtained. And then, β of the outsourcing firm is calculated, which is 1290 (mm²/ minute) (as shown in Figure 12). This can provide reference for purchasing units to outsource and is an added bonus of this study.

4.3 Future Research Suggestions

In future studies, after a certain amount of data are collected, other complex big data methods (such as: support vector machine) will be used for analysis. The depreciation of processing staff's skills and equipment machining abilities will be added in future studies to make the research content more complete.

Machining time more than 42 minutes	SG	β =	Number of grinding surfaces	Length	Width	Area	Standard area	Area >31250, (estimated) machining time	Amount of factory processing
		750	2	725	500	362500	31250	483	2900
NTD 6 per minute									
Machining time more than 42 minutes	SG	β =	Number of grinding surfaces	Length	Width	Area	Standard area	Area >31250, (estimated) machining time	Amount of outsourcing processing
		1290	2	725	500	362500	31250	281	1686
NTD 3 per minute									
Another calculation method	SG	Area of 1 square foot		Length	Width	Area	Number of blocks (blocks)	Amount of outsourcing processing	
		645		725	500	362500	562	1686	

Figure 12 Another working hour estimation template and an outsourcing price template

5. References

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The Impact of Consumer Reviews on Purchasers' Decision-making, with Perceived Value and Perceived risk as the Mediating Effect, Cognitive Demand as the Moderating Effect, and Tourism as an Example

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Abstract

Research theme: With the rapid rise of Internet technology and social media platforms, short-term rental sharing platforms rely on the Internet to connect landlords with idle housing assets and travel consumers who need zero-hour accommodation. Due to the advantages of short subletting, high-cost performance, and strong experience, it has gradually become an important choice for tourism consumers. In addition, because the communication between platform merchants and travel consumers relies on the online platform, online reviews generated by consumers after the purchase experience can effectively alleviate the problem of asymmetry in information exchange between merchants and consumers on the platform, which will affect consumers' online shopping decisions. One of the important factors.

Research purposes: Based on the SOR model, this article stimulates the organism (consumers) from the quality of online reviews. Consumers' perceived value and perceived risk arouse consumers' desires, so that consumers can respond effectively to form purchase decisions and consumers' cognitive needs. It is a moderating variable that studies the influence mechanism of consumer decision-making.

Research method: using literature survey method and questionnaire survey method. Literature survey method: by inquiring domestic online reviews, consumer behaviors, travel platforms, etc., the literature research, sorting out relevant information content, in order to put forward the points of this research and the problems to be studied.

Keywords: SOR model, cognitive needs, consumer reviews, perceived value, perceived risk

1. Introduction

With the rise of the sharing economy wave, many sharing economy has been appeared in the tourism industry. Landlords believed that short-term rentals are connected with tourists who need zero hours to live [1]. Compared with traditional hotel services, short-term rental sharing providers are more diversified, service content is more diversified, and user experience is more socialized. Short-term rental housing can range from an apartment in a city to a small yard in the country. Short-term rental sharing has become a new choice for travel consumers who pursue personalized services. Due to the immaturity of information sharing in online shopping by landlords, consumers are faced with various problems of information asymmetry when shopping online [1]. High-quality online reviews can have a positive impact on consumers' perceived value and behavior, reduce consumers' perceived risks, and effectively stimulate consumers' psychology perception, which affects consumers purchasing decisions. Sharing short-term rental platform companies want to successfully operate, share short-term rental, and enhance their competitiveness in the industry [2]. Learning to initiate marketing activities based

on online reviews is one of the necessary conditions for success. According to the influence of consumer perception value and risk on consumer decision-making Intervening variable [2], the purpose of this article is to add cognitive demand as a moderating variable to explore tourists can manage online reviews to play their own advantages and obtain more efficient benefits. Therefore, this research has certain practical significance.

2. Literature exploration and hypothesis development

2.1 Consumer reviews

Online reviews have gradually become an important source of travel information. According to statistics, online reviews have become an important factor influencing travel consumers' willingness to consume and have surpassed other information channels such as advertising promotions and friend recommendations. The attributes of the online comment text have attracted the attention of scholars such as [3]. Some scholars have suggested that the quality of online reviews has a significant impact on consumer behavior. Consumers can obtain useful product information from high-quality online reviews, and can also prove the authenticity of the information provided by businesses [4]. High-quality online reviews are true, objective, and detailed. Consumers have enough information. However, some reviews have strong colors and low relevance, and consumers cannot obtain useful product information.

2.1.1 The Influence of Consumer Comment Quality on the Purchase Decision of Tourist Consumers

Online reviews have largely affected consumers' purchase intentions. In order to reduce the risk of online shopping, consumers often read other consumer reviews in addition to the relevant information provided on the website before purchasing products or services. Online reviews have comprehensive content, diverse expressions, and objective content, which are deeply trusted by consumers. In addition, scholars such as Zhang (2015) pointed out that tourists tend to read online reviews and make online travel reservations before departure[6]. In addition, this article focuses on the quality of online reviews, that is, the authenticity, reliability and objectivity of online reviews [7] pointed out that the key factor affecting consumers' purchase intention is the quality of online reviews. High-quality online reviews are richer in content, more specific, and more objective [7]. Consumers can get more useful information from it, which will have a positive impact on consumers' purchasing decisions [7]. Low-quality online reviews may end in a few sentences, and consumers cannot collect useful information, which will have a negative impact on consumers' purchasing decisions. Based on the above analysis, this article proposes the following hypotheses:

H1: The quality of online reviews will positively influence tourism consumption decisions.

H2a: The tourists book a shared short-term rental, the higher the quality of online reviews, the higher the perceived value of tourists.

H2a: The tourists book a shared short-term rental, the higher the quality of online reviews, the higher the perceived value of tourists.

2.2 Consumer perception

Consumer perception has always been an important antecedent variable in the study of consumer behavior. Early scholars pointed out that perceived value refers to consumers' subjective perception of comparing the benefits and costs of products or services when they purchase products or services. Later, scholars incorporated function, emotion, cognition, and enjoyment into the dimensions of perceived value. Perceived risk refers to the degree of uncertainty and regret that consumers feel consumers when they feel their actions. Time, social, financial and psychological risks are all possible angles that consumers may consider [9].

2.2.1 The relationship between perceived value and perceived risk and tourism decision-making

When the perceived value of a product or service is a balance between the value of the product or service purchased by consumers. It is the subjective feeling of consumers.[10] pointed out that the evaluation results of perceived value will significantly affect consumers' purchasing decisions. The ratio of perceived benefits to perceived costs affects consumers' purchasing decisions. Perceived risk is also a subjective perception of consumers [10]. Zheng (2016) chundong also pointed out that consumers' doubts about product reviews will reduce their perception of trust in overall reviews, and increase their search and decision time costs, reduce their shopping experience, and affect their willingness to patronize [11]. No matter which dimension of perceived risk, it will have a negative impact on consumers' online shopping behavior [12]. In summary, scholars have reached a unified conclusion through research, that is, perceived risk is negatively correlated with consumer purchasing decisions. On this basis, the following hypotheses are proposed:

H3a: The perceived value of tourists will positively influence the consumption decision of tourists.

H3b: The perceived risks of tourists will negatively affect the consumption decisions of tourists.

In addition, studied the relationship between Internet word-of-mouth and travel intention in the information adoption model. The results show that perceived value plays an intermediary role in the relationship between various dimensions of Internet word-of-mouth and travel intention. In addition, by studying the antecedents of perceived risk [13]. Miyazaki (2001) pointed out that perceived risk is negatively related to consumer behavior. Tourists' psychological perception is a subjective attitude of people. When reading the same online review, they may produce different psychological perceptions and make different decision-making behaviors [13]. In other words, in the context of the sharing economy, tourists' psychological perceptions play an intermediary role in online reviews and tourists' consumption decisions. Based on this, this article proposes the following assumptions:

H4a: The perceived value of tourists plays an intermediary role in the relationship between online reviews and tourists' consumption decision-making.

H4b: Tourists' perceived risks play an intermediary role in the relationship between online reviews and tourist consumption decisions.

2.3 Cognitive needs

Cacioppo (2018) pointed out that there are differences in cognitive needs between individuals, which is the degree of individual love for hard thinking. Individuals with high cognitive needs tend to think independently and self-process the collected information to form attitudes and cognition about products or services. Individuals with low cognitive needs are different from those with high cognitive needs. The collected information is unlikely to work and tends to avoid thinking and cognitive activities, hoping that the collected information has the function of recommending decision-making [14].

2.3.1 The relationship between cognitive needs, perceived value and perceived risk

People with different cognitive needs deal with information in different ways. Generally speaking, tourists with low cognitive needs will regard the information provided by online reviews as authentic, reliable and simple, and accept relevant information recommended by them, which has higher perceived value and lower perceived risk. When tourists' cognitive needs are high, even if online reviews provide detailed product content, such tourists not only hope to obtain more additional information to think about the authenticity of online reviews, but also combine previous relevant experiences, such as online reviews, Fake news, etc., leading

to distrust of companies [15]. However, due to the diligent nature of thinking, consumers with high cognitive needs and high consumption knowledge will think about other solutions or solutions that go beyond the information itself. Therefore, compared with suggestive information, they will have a better attitude towards advertising information with explicit conclusions [16]. Therefore, compared with tourists with lower cognitive needs, the perceived value may be lower and the perceived risk may be higher. Based on this, this article proposes the following assumptions:

H5a: Cognitive needs have a moderating effect on the quality and perceived value of online reviews.

H5b: Cognitive needs have a moderating effect on the quality of online reviews and perceived risk.

3. Research design

3.1 Research Framework

The general model of human behavior is the S-O-R model, that is, "stimulus - individual physical, psychological - response." This model indicates that consumers' purchasing behavior is caused by stimuli, which come from both the physiological and psychological factors in the consumer's body and the external environment. The SOR model can be used to explore the impact of online review quality on the purchase decision of travel consumers. In the network environment, consumer perception is often used as an intermediary variable, and the mechanism of consumer purchase decision-making is explored through related factors. The specific research model is shown in Figure 1.

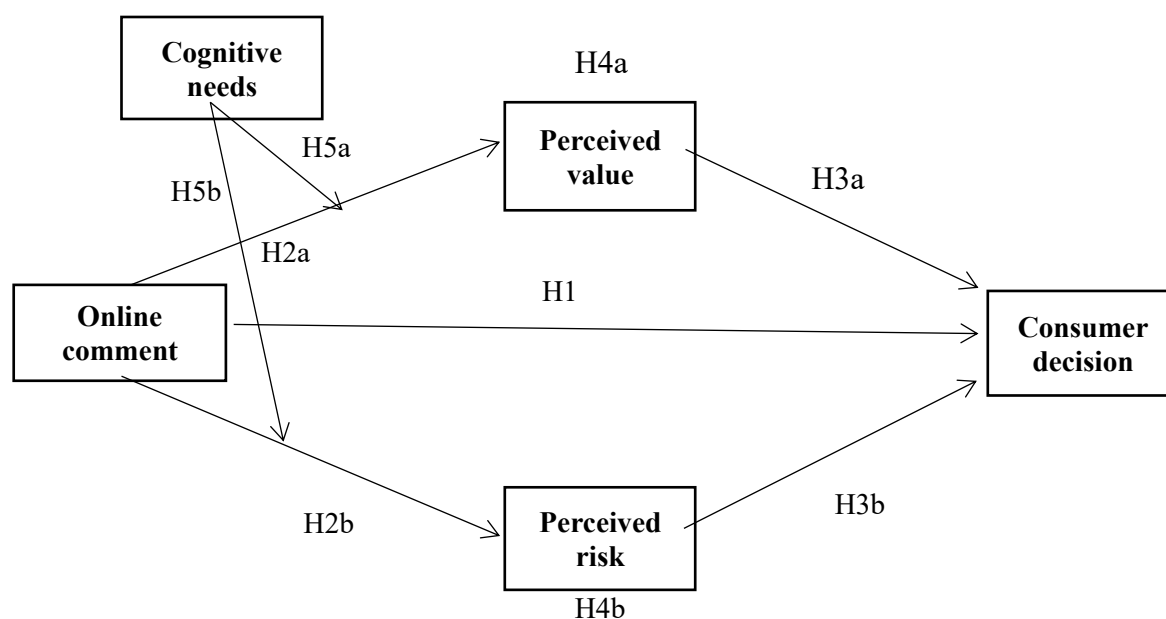


Figure 1 Research model

3.2 Data Collection

The questionnaire was distributed at the local hotel service desk in Hulunbuir, Inner Mongolia, because Hulunbuir is a popular tourist city. The questionnaires are distributed to hotel guests and staff. A total of 1,000 questionnaires were distributed, 512 valid questionnaires were obtained. On the whole, there are 253 male respondents and 259 female respondents, accounting for 49% and 51% of respondents respectively. On the whole, the proportion is balanced without

a big gap. From the perspective of age distribution, young people aged 18-25 and 25-32 account for the largest proportion of respondents, accounting for 45% and 35% respectively. In terms of education, the proportion of undergraduates and postgraduates is relatively large, accounting for 30% and 52% respectively. In terms of the occupations of respondents, students and freelancers are more common, accounting for 55% and 24% respectively. Descriptive statistical results of the respondents show that the education level of the respondents represents a high learning ability and knowledge level, and they can fully understand the purpose and significance of the questionnaire survey, which is in line with the consumer groups concerned about sharing short-term rent. Therefore, the results of the questionnaire survey are objective and scientific, which can be verified in the next analysis.

3.3 Reliability and validity analysis

3.3.1 Trust level analysis

Reliability analysis is used to test whether the sample responses in the questionnaire are true and reliable, and whether they are filled in. The definition of coefficient Cronbach (1951): Cronbach'. If it in the range of 0.5-0.6, the scale is considered acceptable, but some items need to be modified; Cronbach'. In the range of 0.7-0.8, the reliability is very good, and the scale is ideal. Cronbach's is above 0.9. The reliability of the scale is very good and the scale design is very ideal. Cronbach's coefficient values are shown in Table 1.

Table 1 Reliability test table of each variable

Latent variable	Observation variable	Factor loading	Cronbach' α	Combination reliability	AVE
Online review quality	QU1	0.73	0.878	0.876	0.639
	QU2	0.76			
	QU3	0.82			
	QU4	0.88			
Perceived value	VA1	0.79	0.818	0.832	0.609
	VA2	0.76			
	VA3	0.78			
Perceived risk	RI1	0.76	0.737	0.774	0.533
	RI2	0.71			
	RI3	0.72			
Consumer decision	RI1	0.85	0.886	0.881	0.649
	RI2	0.80			
	RI3	0.81			
	RI4	0.78			
Cognitive needs	KN1	0.80	0.842	0.852	0.592
	KN2	0.82			
	KN3	0.72			
	KN4	0.71			

3.3.2 Validity analysis

Validity refers to the accuracy of the measurement results that reflect the content of the survey. The higher the validity, the higher the agreement between the measurement results and the survey content, and vice versa, the lower the accuracy. Validity analysis is to test the validity and accuracy of the questionnaire design and to measure whether the questionnaire item design is reasonable. In this study, there are two types of validity analysis: content validity and structure

validity.

In terms of content validity, the items of this study were extracted from the relevant maturity scale proposed by scholars in authoritative journals. After several discussions, combined with the professional guidance of the supervisor and the opinions of high school students in relevant fields, the questionnaire was formulated and formed in combination with the results before the experiment. Therefore, the content validity of this questionnaire meets high standards to a certain extent.

4. Structural equation model

4.1 Path Analysis and Test Hypothesis of Online Review Quality Influencing Tourists' Consumption Decision

The quality of online reviews affects the consumption decision path diagram of tourists, as shown in Figure 2. Through analysis, the hypothesis proposed in this study is verified. The data results analyzed by AMOS software are shown in Table 2. It can be seen from the figure that the coefficients of determination of perceived value and perceived risk are 0.71 and 0.30, respectively. That is, the quality of online reviews explains 71% of the variance of perceived value generated by tourists' online booking and shared short-term rental, while 30% of variance explains the variance. Overall, the model explains the 84% variance of the goodness of tourists' travel decision-making behavior.

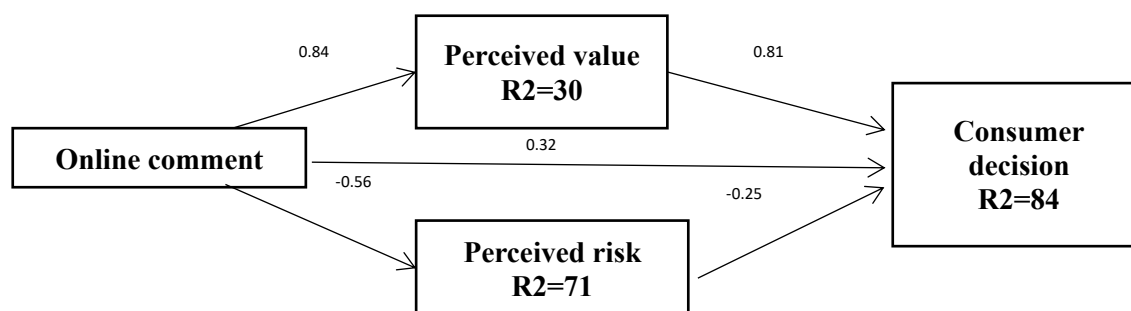


Figure 2 Research model path diagram

Table 2 Standardized regression coefficients of structural model

			Estimate	S.E.	C.R.	P
Perceived value	<---	Online review quality	0.737	0.062	11.963	0.00001***
Perceived risk	<---	Online review quality	-0.392	0.056	-7.016	0.00001***
Consumer decision	<---	Online review quality	0.222	0.074	3.002	0.003**
Consumer decision	<---	Perceived risk	-0.326	0.08	-4.08	0.00005***
Consumer decision	<---	Perceived value	0.759	0.062	6.186	0.00001***

Note: *** means $P < 0.001$; ** means $P < 0.05$ (the same below); P (probability value of significant T statistic); Estimate (estimated value of unstandardized regression weighting coefficient); SE (estimated the standard error of the parameter) CR (equivalent to the T value if $T > 1.96$ and $P < 0.05$ means that the parameter will be a significant test statistic at this time)

Table 3 Hypothesis test results of structural model

Assumptions and paths	Standardized path coefficient	T	P	hypothesis is valid
H1: The quality of online reviews drives consumer decisions	0.32	3.002	0.003**	Yes
H2a: Online review quality makes perceived value	0.84	11.963	0.00001	Yes
H2b : The quality of online reviews makes perceived risks	-0.56	-7.016	0.00001	Yes
H3a: Perceived value makes consumer decisions	0.81	6.186	0.00001	Yes
H3b: Perceived risks make consumer decisions	-0.25	-4.08	0.00005	Yes

Where Cr. is the critical ratio, which is also the T value of the T test as a test quantity. If the $|T| > 1.96$ test was proposed by William Gosset, 1908, it can be interpreted as reaching the significance level of 0.05 Through the above analysis, we can get:

H1: Online review quality significantly affects travel consumption decision-making; Through the path analysis results of structural equation model, it can be concluded that the influence coefficient of online review quality on the standardization of tourist consumption decision-making is 0.32, and the absolute value of T value is 3.002, greater than 1.96, reaching the significant level of 0.001. Therefore, it can be concluded that H1 hypothesis is valid.

H2a: The higher the quality of online reviews, the higher the tourists' perceived value; Through the path analysis results of structural equation model, it can be concluded that the coefficient of impact of online review quality on the standardization of tourists' perceived value is 0.84, and the absolute value of T value is 11.963, greater than 1.96, reaching the significant level of 0.005. Therefore, it can be concluded that the H2A hypothesis is valid.

H2b: When tourists book shared short-term rentals, the higher the quality of online reviews, the lower the perceived risk of tourists; through the structural equation model path analysis results, it can be concluded that the standardized influence coefficient of online review quality on tourists' perceived risk is -0.56, T The absolute value of the value is 7.016, which is greater than 1.96, reaching a significant level of 0.001. Therefore, it can be concluded that the H2b hypothesis is valid.

H3b: Tourists' perceived risk negatively affects tourists' consumption decision-making; through the result equation model path analysis result, the standardized influence coefficient of perceived risk on tourists' consumption decision-making can be excluded, which is -0.25, and the absolute value of T is 4.080, which is greater than 1.96. Reached a significant level of 0.001, so it can be concluded that the H3b hypothesis is supported.

4.2 Mediation test

In order to verify the internal mechanism of the influence of online review quality on tourists' consumption decision-making, and to test the effectiveness of online reviews on the consumption decision-making model of tourists, this study adopted Hayes and Scharkow's approach, using AMOS 23.0 Bootstrap and combining The PRODCLIN2 program in SPSS 22.0 carries out the mediation effect analysis (the sample size is set to 2000), and judges whether the mediation effect of perceived value and perceived risk exists. Bias-corrected, Percentile and PRODCLIN2 are within the 95% confidence interval, and the left and right intervals do not include 0, SO the nihilistic hypothesis that the rejection effect does not exist can judge the existence of the effect. When testing the dual mediating effect, the existence of the total indirect effect should be verified first, and then the existence of a single mediating path should be

determined respectively according to the ProdClin2 program. The results show that perceived value and perceived risk have a complete mediating effect on the quality of online reviews and the decision-making of travel consumers. Therefore, it is assumed that H4a and H4b are established. In the influence of online review quality on tourists' consumption decision-making path, there is an intermediary effect between perceived value and perceived risk, which shows that online review quality mainly affects the psychological perceived value and perceived risk of tourists through the elimination of influence, thereby affecting tourists' consumption decision. Perceived value and perceived risk play a dual mediating role in the influence of online review quality on tourists' consumption decisions. The research results show that H4a: the perceived value of tourists plays an intermediary role in the relationship between online reviews and tourists' consumption decisions. H4b: The perceived risks of tourists play an intermediary role in the relationship between online reviews and tourists' consumption decisions. This shows that in the research on online reviews and tourist behavior, it is not the online reviews themselves that really affect online reviews on tourists' behavior, but the subjective psychological perceptions formed by consumers after reading online reviews.

4.3 Conditioning test

This study first verifies that there is no multicollinearity problem between explanatory variables. The verification results show: The variance inflation factor (VIF) between the related variables is lower than 2. The results show that the effect of tourists' cognitive needs on the quality of online reviews on perceived value does not exist, while the effects of tourists' cognitive needs on the quality of online reviews The moderating effect of tourists' perception of risk exists. Thus the hypothesis H5a has not been verified, and the hypothesis H5b has been supported. The possible reason for the hypothesis of H5a is that the higher the quality of online reviews, the more high-quality information they can provide for tourists to make decisions. The reason for the hypothesis H5b may be confirmed: the quality of online reviews proves the authenticity of the information provided by the website, Thus, the tourists' perceived risk is reduced; Because low cognitive needs of tourists desire the decision as soon as possible, cognitive needs high tourists still need more information to help with its deep thinking in the judgement and decision-making, thus cognitive demands high quality of tourists' perceived risk as the online comments improve the decline rate is lower than cognitive needs of tourists relative decline slowly, In other words, cognitive needs have a significant moderating effect on the relationship between online review quality and perceived risk.

5. Conclusion

Through the above-mentioned empirical analysis, we summarized the verification of the theoretical hypotheses proposed in this paper. This study found that all the hypotheses except H5a have been verified.

This paper has studied and verified three research questions: (1) The quality of online reviews is significantly positively correlated with tourists' consumption decision-making; (2) The quality of online reviews has a significant impact on tourists' consumption decision-making. The psychological perception of tourists, which in turn affects the consumption decision of tourists; (3) The level of cognitive demand has a moderating effect on the relationship between online review quality and perceived risk.

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The Impact of Abusive Supervision on Workplace Deviant Behaviors of New Generation Employees: Leader-member Relationship Differentiation and Interaction Justice as the Mediating Variables, Procedural Justice and Distribution Justice as the Moderating Variables

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Abstract

This study analyzes the impact of abusive supervision on workplace deviant behaviors of New Generation Employees, such as employee psychology and behavior, employee work attitude and performance. Leader-member exchange differentiation and interactive justice as the mediating variables, and procedural justice and distributive justice as the moderating variable are hypothesized in the relationship between leaders' abusive supervision and workplace deviant behavior of new generation employees. This study conducted a cluster sampling survey on the internal employees of Shenzhen Shengrui Technology Co., Ltd. The survey method used the questionnaire star online questionnaire to collect a total of 832 questionnaires, of which 517 were valid questionnaires and were approximately normally distributed. The data will be analyzed by quantitative software to verify the hypothesis. Assumptions are all true.

Keywords: Abusive Supervision, Leader-member Exchange Relationship, Workplace Deviance Behavior, Organizational Justice

1. Introduction

In the field of organizational management research, the research on organizational behavior has always been a key part. Management practice shows that the characteristics and behaviors of leaders also have a negative side that can cause some psychological harm and negative emotions to employees. The new generation of people pay more and more attention to self-perception awareness, and more young people pursue the expression and satisfaction of their own values. This group of people hope that others will not find themselves and pay attention to themselves. The more obvious the abusive supervision by the leader in the organization, the stronger the perception of unfairness, and the generation of such negative emotions will affect the outcome of the behavior. Narayanan and Murphy (2017) [1] serious behavior results are usually negative and have varying degrees of harm to the company or colleagues in the company to achieve inner balance.

Leadership-member exchange relationship differentiation and interaction fairness as the mediating variables, while procedural fairness and distribution fairness as the moderating variables in the relationship between leaders' abusive supervision and workplace deviant behavior of new generation employees. the research questions are as following: 1) Will abusive supervision by superiors affect the deviant behavior of the new generation of employees? 2) Will procedural fairness moderate the relationship between leaders' abusive supervision and the new generation of employees' workplace deviations? 3) Will distribution fairness moderate the relationship between leaders' abusive supervision and deviant behavior of the new generation of employees?

2. Literature Review

2.1 Abusive Supervision

2.1.1 Definition

This view was defined by Tepper (2000) [2] as abusive supervision as: employees have persistent and malicious verbal and non-verbal activities towards their boss, but physical contact is not part of this malicious behavior. Regarding the definition of the concept of abusive supervision, the scholars' opinions are more consistent, and they all emphasize the hostile conduct of non-physical contact with subordinates by the boss (Yan & Cong, 2013) [3]. And if the supervisor wants to show this kind of hostile behavior for a long time, let the subordinates feel their hostility and dissatisfaction, it can be classified as inappropriate supervision. Therefore, even an outburst of anger is not considered inappropriate supervision.

2.2 Deviant Behavior of New Generation Employees

2.2.1 Definition

In related studies, it is uniformly stated that this type of group was born in an era of rapid social development, and the living environment, language expression, face work pattern and future goals that they are exposed to, etc., are much better than those before the 1980s. different. Qin and Yang (2011) [4] suggested they are between the ages of 20 and 29, who are new to the workplace and are still in the groping stage of career planning are defined as the new generation of employees. Huang and Li (2017) [5] define workplace deviations as: employees are autonomous and deliberately violating the organization's code of conduct. Such situations may hinder the interests of the organization and other internal colleagues, but they do not violate the degree of violation. The following table summarizes some scholars' definition of the concept of workplace deviant behavior in the past.

2.3 Leader-member Relationship Exchange Differentiation

2.3.1 Definition

The concept of Leader-Member Exchange (LMX) was proposed by Graen *et al.* (1972) [6] different exchange relationships between leaders and employees will occur, and they believe the interaction among them will be constrained by personal perception. While reflected at the team or group level, there will be substantial differences between high and low LMX (Dulebohn *et al.*, 2012) [7]. Berners *et al.* (2016) [8] pointed out that due to the subconscious self-protection factor, the materialistic factor of employees should be included in the discussion of the leadership-member quality exchange relationship. The principle of equality and reciprocity between leaders and their members is the manifestation of the leader-member exchange relationship in most cases, while the focus of DLMX is the high and low differences in the quality of the relationship between leaders and members.

2.4 Organizational Justice

2.4.1 Definition

The sense of fairness within an organization is affected in many ways. Hosmer and Kiewitz (2005) [9] believe that organizational fairness is the result of the perception of whether employees have been treated fairly in the past. The judgment is based on the subjective feelings of subordinates, rather than relying on objective rules. Determined by the system. It is believed that the sense of fairness is that employees compare their own contributions and rewards to the organization with the rewards they receive, and that the sense of unfairness is the result of their perception that they are not proportional to the measurement of their contributions and returns. Zheng *et al.* (2017) [10] believe that organizational fairness refers to the attitude and degree of subordinates' equal treatment of the organization and themselves, including salary and benefits, the degree of fairness in the process of promotion and interpersonal communication. In essence, it is the individual's feelings about fairness and equality in the organization. degree.

2.4.2 Dimension

Interactive justice, Dupré and Barling (2003) [11] pointed out that interactive fairness exists in the quality of exchanges between leaders and subordinates. Fang and Chen (2016) [11] believes that the government respects the voices of the masses in the process of establishing political strategies and makes the process information transparent.

Distribution justice, Fang and Chen (2016) [12] showed that the fairness of distribution is reflected in the two levels of individuals and society. The individual level means that the remuneration that is due is determined by the degree of personal effort, that is, the realization of distribution according to work; the social level mainly refers to Whether the social gap between the rich and the poor can be controlled to a reasonable degree, that is, the disadvantaged groups can get the help that the society deserves.

Procedural justice, Fang and Chen (2016) [12] believe that it is democratic, open and consistent in the process of social policy formulation and policy implementation.

2.5 Relationship between Variables and Research Hypotheses

2.5.1 Leaders' Abusive Supervision and Deviant Behavior of New Generation Employees

Hoobler and Brass (2006) [13] Employees who suffer abusive management will vent their anger and frustration on their colleagues. Especially in the new generation of employees, there is a strong personality, "endurance" is relatively weak, so it is easier to produce interpersonal oriented deviant behavior against colleagues, such as attacking family or colleagues. Bowling and Michel (2011) [14] also mentioned that there is a significant correlation between the abusive supervision behavior of the leader and the counterproductive behavior caused by it. Hence, this article proposes hypotheses:

H₁: Abusive supervision by the boss has a positive impact on the deviant behavior of the new generation of employees.

2.5.2 Leaders' Abusive Supervision and Leader-member Relationship Exchange Differentiation

Yu *et al.* (2014) [15] It is mentioned that when employees feel abusive supervision from one side of the leadership, such as differences between employees and leaders in the process of work, and the leadership carries out verbal and non-verbal hostility to employees such as public criticism, harshness, threat, silence, etc., which puts the exchange relationship between leaders at a low-quality level. In this low level, employees receive less positive attitude and workplace support, which affects their working ability and leads to lower performance. Based on the above, this article proposes the hypothesis:

H₂: The abusive supervision of the company has a positive impact on the leadership-member exchange relationship (DLMX).

2.5.3 Leader-member Relationship Exchange Differentiation and Deviant Behavior of New Generation Employees

Leaders are the chiefs of an organization. The relationship between organizations will affect members' perceptions of the organization, which in turn affects employees' behavior in the workplace, including positive organizational citizenship behavior and negative workplace deviation behavior. Green *et al.* (1996) [16] shows that LMX can positively predict employees' work attitudes, thereby affecting their behavior. That is to say, the high quality of the leadership-member relationship has a positive impact on employees' positive attitudes and good behaviors; the low quality of the leadership-member relationship has a negative impact on employees' positive attitudes and good behaviors. It can be concluded that when the leader-member exchange relationship is inconsistent, the greater the degree of difference, the negative attitude and deviant behavior of employees will have a positive impact. Based on the above, this article proposes hypotheses:

H₃: DLMX has a positive impact on the deviant behavior of the new generation of employees.

2.5.4 Leader-member Exchange Relationship Differences in the Relationship Between Abusive Supervision of the Boss and the Deviant Behavior of the New Generation of Employees in the Workplace

On the contrary, those who are subject to low-quality leadership-member exchange relationships Members will exhibit deviant and negative behavior. Existing empirical studies have proved that there is a positive correlation between the difference in leader-member exchange relationship and employees' workplace deviant behavior (Yu *et al.*, 2014) [15]. Based on the above, this article proposes hypotheses:

H₄: DLMX acts as the mediating role between abusive supervision by the boss and the deviant behavior of the new generation of employees.

2.5.5 Leaders' Abusive Supervision and Interactive Justice

Tepper (2000) [2] research pointed out that when the boss critically supervises the subordinates, the subordinates feel the fairness of interaction. In other words, abusive supervision by the boss negatively affects the fairness of interaction, procedural fairness and distribution fairness of employees' perception. The perception of these unfair treatments is a mechanism that can well explain a series of effects of the boss on the subordinates. Wang and Song (2014) proposed in their research that the study of abusive supervision on the fairness of employee interaction is based on the background of social exchange theory and has significant predictive effects. Similarly, the research hypothesis of Inness (2005) [18] mentioned: When employees believe that they have been treated unfairly, they will inspire employees to rebuild their sense of fairness and self-esteem. Based on the above, this article proposes hypotheses:

H₅: Abusive supervision by supervisors has a negative impact on the sense of justice in interaction.

2.5.6 Interactive Justice and Deviant Behavior of New Generation Employees

Zheng (2005) [19] concluded that the three dimensions of organizational justice can be used to predict employees' deviant behavior in the workplace, and the predictive effect of interaction unfairness is stronger than the other two dimensions of injustice. In the context of China, the incidence of organizational unfairness is high, so the incidence of anti-production behaviors also increases, that is, organizational unfairness has a positive impact on the frequency of anti-production behaviors. Based on the above, this article proposes hypotheses:

H₆: Abusive supervision by supervisors has a negative impact on the sense of justice in interaction.

2.5.7 Interactive Justice in The Relationship Between Leaders' Abusive Supervision and Deviant Behavior in The Workplace

Based on the theory of social learning and social exchange, Saima (2018) [20] compared the negative effects of moral leadership on work bullying in the work situations of Pakistan and Australia, and the eastern and western countries, based on the theory of social learning and social exchange. On the contrary, unethical leadership has a positive impact on workplace bullying. In view of this, this article proposes the following assumptions:

H₇: The sense of interactive justice acts as the mediating role between abusive supervision of the boss and the deviant behavior of the new generation of employees.

2.5.8 Procedural Justice in the Relationship between Leaders' Abusive Supervision and Deviant Behaviors of the New Generation of Employees

Xu and Kan (2012) [21] conducted a questionnaire survey with employees in Shenzhen, China, and discussed the effective questionnaires. The study showed that: the relationship between leadership fairness and information fairness and employees' retaliatory behavior against the organization. The predictive effect of retaliation. It can be seen that when employees have a high sense of fairness in procedures, the positive impact of critical supervisory supervision on the deviant behavior of the new generation of employees will be weakened. In view of this, this article proposes the following assumptions:

H₈: Procedural justice has the negative moderating effect on the relationship between abusive supervision by the boss and the deviant behavior of the new generation of employees.

2.5.9 Procedural Justice in The Relationship between Leaders' Abusive Supervision and Leader-member Relationship Exchange Differentiation

Li and Wu (2016) [22] proposed that through high-quality communication between superiors and superiors, superior managers can improve employees' understanding and awareness of the fairness of organizational procedures through two-way communication and heuristic communication, and further strengthen employees' understanding of the fairness of organizational procedures. Therefore, this research proposes the following hypotheses:

H₉: Procedural justice has the negative moderating effect on the relationship between leaders' abusive supervision and differences in the exchange relationship between leaders and members.

2.5.10 Distribution Justice in the Relationship between Leaders' Abusive Supervision and Deviant Behaviors of the New Generation of Employees

Zheng (2005) [19] explored the impact of different dimensions of organizational justice on biased behavior in the workplace. It shows that when employees perceive the fairness of distribution, they will relatively reduce the deviation behavior of interpersonal relationship or organization. Therefore, this research proposes the following hypotheses:

H₁₀: Distributive justice has the negative moderating effect on the relationship between abusive supervision by the boss and the deviant behavior of the new generation of employees.

2.5.11 Distribution Justice in The Relationship between Leader-member Relationship Exchange Differentiation and Deviant Behaviors of the New Generation of Employee

Compared with other dimensions of fairness, distributive fairness is the degree to which employees exchange the perception of equality that affects the individual's investment in emotions and behavior (Biswas *et al.*, 2013) [23]. The perceived level of fairness of distribution determines whether employees are willing to trade with their leaders and the level of investment in trading behavior. When the sense of fairness of distribution is high, it can ensure the external environment for continuous interaction between the boss and the subordinates, and at the same time increase the willingness to communicate between the subordinates and the boss. Therefore, this research proposes the following hypotheses:

H₁₁: Distributive justice has the negative moderating effect on the relationship between DLMX and the new generation of employees' workplace deviations.

2.6 Research Framework

Based on the above theoretical derivation and research hypotheses, this research proposes the following research framework, as shown in Figure 1:

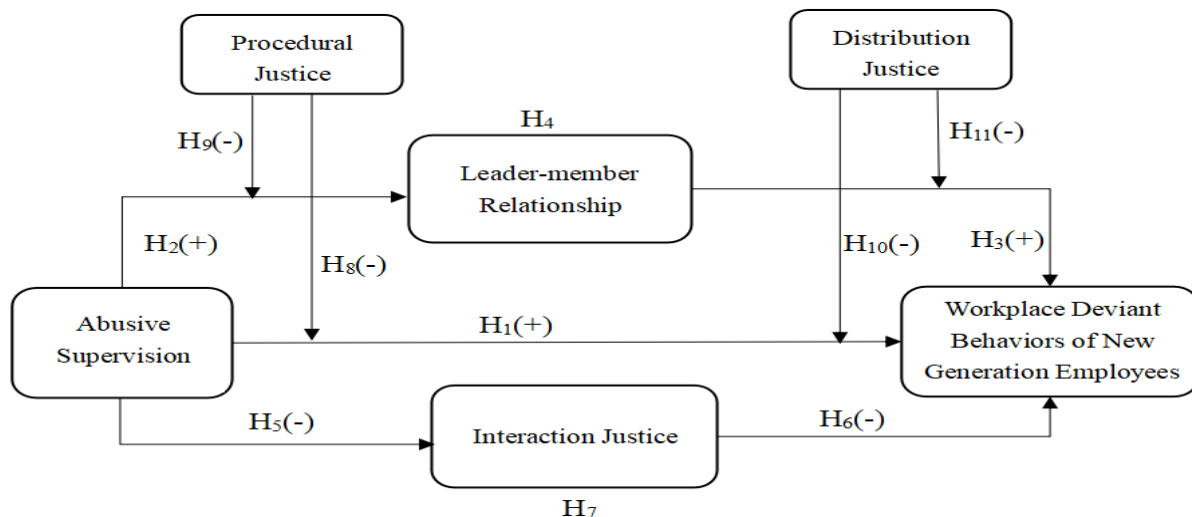


Figure 1: Research framework

3. Methodology

3.1 Participants and Data Collection

In this study, cluster sampling was used for data analysis. The research object selected Shenzhen Shengrui Technology Co., Ltd. The target population is the new generation of employees in the above-mentioned companies. Since it takes at least 15 years to graduate from elementary school to university (college) according to the age of schooling and academic years in my country (except in some cases), the target population is locked in 1980 to 2003. A total of about 800 people who have been employed in the industry were surveyed by the questionnaire. Due to the impact of the new crown epidemic and the limited research time, the questionnaires are distributed, filled out, and retrieved by the above-mentioned employees' personal mailboxes.

3.2 Operational Definition and Measurement

3.2.1 Leaders' Abusive Supervision

The operational definition of abusive supervision of supervisors in this study is: in the company environment, subordinates feel that the boss continues to show some verbal and nonverbal hostile behaviors that do not include physical contact. Therefore, this research refers to Tepper (2000) [2]; Harris *et al.*, (2007) [25]; Mitchell and Ambrose (2007) [26]; Li (2010) [27] and designs 8 question items.

3.2.2 Deviant Behavior of New Generation Employees

The research defines the operational deviance behavior of the new generation of employees as the behavior that was born after 1980 and has been engaged in group conditions, in order to achieve a certain purpose, in order to deliberately violate the organization's regulations, thereby causing damage to the company or colleagues. Therefore, this research refers to Bennett and Robinson (2000) [5]; Gao (2010) [28] and designs 7 questions.

3.2.3 Leader-member Relationship Exchange Differentiation

The operational definition of the leadership-member exchange relationship difference in this study is: in a company, the difference between the leader and different employees in the same environment in terms of exchange quality is high and low. Therefore, this research refers to the scale of Graen and Uhlbien (1995) [29]; Zhao (2017) [30] and designs 7 questions.

3.2.4 Organizational Justice

The operational definition of organizational justice in this study is: whether the subjective perception of the new generation of employees in the company organization is treated fairly on three levels. Among them, the operability of distribution justice is defined as: the new

generation of employees pay and get compared with others; the operability of procedural fairness is defined as: the new generation of employees pay attention to the fairness of decision-making methods; the interaction justice is defined as: the new generation of employees, between individuals Perceive fairness when communicating with superiors and communicating information. Therefore, this research refers to Niehoff and Mooeman (1993) [31]; and designs a scale of 4 questions in each dimension, a total of 12 questions.

3.2.5 Research Instrument

The tool for collecting data in this study is the electronic version of the questionnaire, combined with previous literature research, this paper proposes relevant hypotheses about the relationship between the variables. The questionnaire mainly contains 7 parts. For details, see Appendix 1. The first part contains basic information about the respondent's age, gender, working years, job type, etc.; the second to the eighth part are about abusive supervision of supervisors, workplace deviations of the new generation of employees, leadership-member exchange relationships, and the weight of the sub-dimensions of organizational justice. Table, the measurement of each scale is based on Likert 5 points method.

3.3 Data Analysis Method

3.3.1 Reliability and Validity

(a) Reliability

In this paper, the Cronbach's α coefficient is used to reflect the reliability of the scale items. The larger the coefficient, the higher the reliability. The critical value of the coefficient α is 0.7, and $\alpha < 0.7$ indicates that the reliability of the questionnaire is unreliable. The α coefficient needs to be greater than 0.7 as a standard, where $0.7 < \alpha < 0.8$ indicates reliability, and $\alpha > 0.8$ indicates good questionnaire reliability.

(b) Validity

The key point of confirmatory factor analysis in this study is that it requires researchers to clearly describe the details of a theoretical model. The confirmatory factor analysis statistics are completed by the structural equation modeling (SEM) method in the AMOS software. This study chose Hou *et al.* (2004) [32] indicators: χ^2/df , GFI, NFI, IFI, CFI, RMSEA, SRMR, etc.

3.3.2 Related Analysis

This article measures the relationship between variables by calculating the Pearson correlation coefficient. The greater the absolute value of the correlation coefficient r , the stronger the correlation, the closer the correlation coefficient is to 1 or -1, the stronger the correlation, the closer the correlation coefficient is to 0, the weaker the correlation. When $0 < r < 1$, it means that x and y are positively correlated; when $-1 < r < 0$, it means that x and y are negatively correlated; when $r=1$, it means that x and y are completely positively correlated, and $r=-1$ means x and y . Completely negative correlation, when $r=0$, it means that x and y are not correlated (Zhou *et al.*, 2004) [33].

3.3.3 Regression Analysis

This study uses hierarchical regression analysis to explore the influence of independent variable supervisors' abusive supervision on the dependent variable's new generation of employees' workplace deviant behavior and its various dimensions and verify whether the leadership-member exchange relationship difference and interaction fairness are between the independent variable and the dependent variable. There is a mediating effect. And procedural fairness and distribution fairness are respectively in the independent variable and leader-member exchange

relationship difference, leader-member exchange relationship difference and dependent variable, and whether the joint effect has a moderating effect between the independent variable and the dependent variable.

3.3.4 Mediating Analysis and Moderating Analysis

This study will use the stepwise regression method according to the suggestions of Baron and Kenny (1986) [34] to differentiate the exchange relationship between the two intermediary variables and the sense of interaction fairness and will investigate the independent variable boss abusive supervision and the dependent variable new generation of employees' workplace deviant behavior Regression analysis. This study uses hierarchical regression analysis to test the moderating effects of procedural fairness and distribution fairness.

4. Research Results

Four steps of intermediary effect: 1) The regression coefficient of the independent variable X to the dependent variable Y is " c "= 0.667^{***} ; 2) The regression coefficient of the independent variable X to the intermediate variable (DLMX) is " a_1 "= 0.601^{***} . On the other hand, the regression coefficient of the independent variable X to the intermediate variable (interactive justice) is " a_2 "= -0.507^{***} ; 3) The regression coefficient of the intermediate variable (DLMX) to the dependent variable Y " b_1 " is 0.658^{***} . On the other hand, The regression coefficient of the intermediate variable (interactive justice) to the dependent variable Y is " b_2 "= -0.548^{***} . 4) The regression coefficient after putting the intermediate variable (DLMX) into the regression model is " c_1 "= 0.425^{***} . On the other hand, The regression coefficient after putting the intermediate variable (interactive justice) into the regression model is " c_2 "= 0.523^{***} . " c_1 " < " c ", " c_2 " < " c ", and the significance satisfies the significance level of " $p < 0.001$ ". Prove the both DLMX and Interactive Justice have a certain intermediary role.

The independent variables are all abusive supervision When the dependent variable is workplace bias, the interaction term (Z abusive supervision * Z program justice) is input, the interaction term has an explanatory effect on deviant behavior of new generation employees, and the β value of the interaction term is -0.026 , which is significant at the 0.05 level. The intermediate variable is when the DLMX, after the interaction item (Z abusive supervision * Z program justice) is input, the interaction term has an explanatory effect on DLMX, and the β value of the interaction term is -0.094 , which is significant at the 0.05 level.

The dependent variables are all deviant behavior of new generation employees When the independent variable is abusive supervision, the interaction item (Z abusive supervision * Z distribution justice) is input, the interaction term has an explanatory effect on deviant behavior of new generation employees, and the β value of -0.013 , which is significant at the 0.05 level. The intermediate variable is DLMX, after the interaction term (Z DLMX*Z distribution justice) is input, the interaction term has an explanatory effect on deviant behavior of new generation employees, and the β value of -0.028 , which is significant at the 0.05 level.

5. Research Contribution

First, in this study, the relationship between the impact of abusive supervision on the behavior of a new generation of employees has been included in a more detailed analysis of employees' perceptions of justice and differences in relationships with leaders. Provide research basis for the impact of demanding leaders on employees' deviant behaviors. Most studies take organizational justice as the overall effect to explore the mediating or moderating effect of this variable. This research puts the three dimensions of organizational justice in different causal relationships. The research results also confirmed the use of these three dimensions as variables. Have different mediation or adjustment functions.

Secondly, this study aims to explore the effect of supervisor's harsh supervision on the new generation of employees' workplace deviant behaviors, so that company executives realize that

the new generation of employees' workplace behavior deviations are not only affected by the boss's harsh supervision, but also by the quality of exchange relationships. The impact of differences and organizational justice, which in turn provides new ideas for companies to improve their psychological contract.

Ultimately, this research should conduct a specific analysis of the corresponding behavioral relationships of employees after being subjected to them from the perspective of "abusive supervision" within companies where the new generation of employees account for the majority in the current social environment. Discuss the effect of harsh leadership on the new generation of employees' workplace deviations, so that company executives realize that the new generation of employees' workplace behavior deviations are not only affected by harsh leadership, it will also by differences in the quality of exchange relationships and a sense of organizational justice. In turn, it helps the enterprise's talent management.

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The Influence of Employees' Perception of Work Ability on Self-compensation Behavior: Employees Empowerment and Work-related Flow as the Moderating Variables

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Abstract

In recent years, there are studies on the fit of organizational environment, corporate culture, leadership values and other aspects from employees' viewpoints. However, there are few studies on the fit of work ability based on employees' own subjective perception, especially on compensation behaviors of in employees' active learning skills or making up for their own faults. This study will explore the impact of employees' work ability perception on self-compensation behavior, with mediating variables of work pressure perception and work cost perception, and with moderating variables of employee mobility and work-flow experience. 450 designed questionnaires would be distributed on the spot by random sampling to the employees of one industrial Group in Fujian Province, China. On Monday, Wednesday and Friday weekly. Data would be analyzed by SPSS to verify hypotheses and suggestions to the industry would be proposed.

Key words: Work Ability Perception, Work Cost Perception, Employee Mobility, Self-compensation Behavior, Work-related Flow

1. Introduction

In a company, people often focus on the work ability itself, but generally do not pay attention to how and why employees will do it when the actual work ability does not match the ideal work ability. Gan and Zhao [1] believed that when a person's working ability is not enough to complete the project, he will learn work-related skills driven by the sense of responsibility or related interests. The upper and lower limits of employees' work ability determine the upper and lower limits of work efficiency, and work efficiency affects work performance, which is closely related to the economic interests of the organization. Therefore, employees can quickly identify the gap between their work ability and the actual work ability required by the post, which can help employees to make up faster and more accurately. Therefore, employees' compensation behavior is a beneficial factor to the enterprise. In addition, this study takes work pressure perception and work cost perception as mediating variables, employee mobility and flow experience as moderating variables, and concludes the following questions: (a) Does work ability perception directly affect self-compensation behavior? (b) Can work pressure and work cost be applied as mediating variables between work ability perception and self-compensation behavior, and how these two variables affect the relationship between work ability perception and self-compensation behavior? (c) Can employee mobility and flow experience regulate the relationship between work ability perception and self-compensation behavior, and how?

2. Literature Review

2.1 Perception of Working Ability

Li [13] pointed out that subjective work ability is the work ability that one knows. The scholars also pointed out that conceited people tend to overestimate their work ability, while people with low self-esteem often underestimate their work ability.

2.2 Self-compensation Behavior

Liu [14] believed that self-compensation behavior can be divided into active compensation behavior and passive compensation behavior. Among them, the definition of active compensation refers to the active learning skills under the condition of no mistakes in daily life. Passive compensation is to passively stimulate their own strength to make up for defects in the case of mistakes.

2.3 Work Cost Perception

This study will combine the concept put forward by Zhu [15]. Work cost, also known as career cost, is a sense of employees' work engagement, which can sense the cost of their working time and energy.

2.4 Work pressure Perception

Luo and Yu [8] pointed out that work pressure refers to the work requirements that employees think need to work harder and various mental States and psychological reactions to adapt to these requirements. The definition of work pressure perception will adopt the anxiety of employees that they cannot complete the work tasks, lack of work skills, loss of work skills and unequal work information as proposed by Leede et al. [7].

2.5 Employee Activity

Based on the viewpoints of Qi [16], this study redefines employee mobility as good thinking, action and adaptability, which can be regarded as a kind of work initiative, an advanced form of employee participation and a high sense of responsibility for the enterprise.

2.6 Perception of Work-related Flow

Csikszentmihalyi [3], a psychologist, first put forward the theory of flow, which means that when a person focuses on something and has a happy feeling in the process, there will be a feeling of time passing quickly. This study adopts the definition proposed by Csikszentmihalyi [4], neglecting time, fatigue and mental decline, and enjoying and focusing on work.

2.7 Interrelationships among Variables

2.7.1 The Relationship between Work Ability Perception and Work Cost

In an organization, Ren [17] proved that when the subjective work ability of employees does not match the objective work ability, the time cost and energy are often high. If the perception of matching degree between skills and positions is improved, employees may be in the stage of the highest sense of self-confidence at this time. Wang and Geng [18] proved that the higher the sense of self-confidence is, the higher the work efficiency is, and the less the work time cost is under the same workload. This also confirms that the increase of work ability perception can promote the negative development of work cost perception. Therefore, this paper puts forward the first research hypothesis as following:

H₁: Perceived work ability has a negative impact on perceived work cost.
perception and work cost.

2.7.2 The Relationship between Work Cost Perception and Self-compensation Behavior

Li [13] discovered that if employees in an organization think they spend more time at work, then because employees think that the cost of working time and energy occupy a large amount of time in their daily lives, there is no arrangement for the energy or time to learn new professional skills. Wang and Geng [18] found that when employees have spare time besides work, the cost of work decreases and the orientation of positive behavior increases, so the possibility of self-compensation behavior increases. Jiang [19] discovered that most of the employees are lazy, they are unwilling to comply with the redundant behavior except work. Therefore, the hypothesis is put forward as following:

H₂: Employees' work cost perception has a negative impact on self-compensation behavior.

2.7.3 The Relationship Between Work-related Flow in Work Cost and Self-compensation Behavior

Dai and Luo [20] discovered that the flow experience of employees is a kind of perception of enjoyment and devotion, which is conducive to improving work efficiency. When the energy is exhausted in the work, usually there is no compensation behavior, but the existence of this kind of comfortable perception makes the spirit in a relaxed state, although the body is tired, but the brain can still work. In addition, Yan [21] also confirmed that when in a state of concentration and devotion, mental excitement can relieve physical fatigue. Therefore, under the influence of this factor, it creates a spiritual atmosphere for employees to make up for their skill defects, which is conducive to employees' learning work skills. Originally, the increase of work cost weakens the self-compensation motivation, while the increase of work satisfaction increases the self-compensation motivation. The fourth hypothesis is put forward as following.

H₃: Work-related flow negatively moderates the relationship between work cost perception.

2.7.4 The Relationship between Work Ability Perception and Work Pressure Perception

Li [13] discovered that in an organization, when there is a conflict between the subjective ability and objective ability of employees, due to the objective environment, the subjective ability of employees often can not play its potential. In addition, after Wang and Zhang [24] investigated the sources of employees' work pressure, they proved that the employees with low skill mastery or low familiarity with the post had a higher orientation to the sources of negative work pressure. On the contrary, Li [23] analyzed the reasons for the formation of College Students' psychological positive state and concluded that when college students have high quality and ability, the cost of their study and life will be reduced, and the learning pressure will also be reduced. In this regard, the analogy to the enterprise can be summarized as the improvement of the quality and ability of the organization staff, which will lead to the reduction of the sense of work pressure. So the fourth hypothesis is put forward as following:

H₄: Employees' perception of work ability has a negative impact on work pressure.

2.7.5 The Relationship between Work Pressure Perception and Self-compensation Behavior

Lepine [6] studied charismatic leadership, and proposed that when charismatic leadership dispatched tasks, the psychological pressure of employees would be reduced to a certain extent, and it would produce feedback behavior to leaders. In an organization, if employees feel great work pressure, then this kind of emotion will directly affect their active behavior. Wang and Zhang [24] applied 351 samples of enterprise employees to study and put forward such a view that pressure is caused by information asymmetry between leaders and employees. For example, when a supervisor assigns a task, employees receive incomplete information due to their own ability or environmental problems, which leads to mistakes in the execution of tasks, and this kind of mistakes make employees feel more stressed. Then, combining the view of Lepine [6] and Zhang [24], turnover intention has a negative impact on work intention, which may directly

lead to the decline of the willingness to make up for mistakes. Therefore, the hypothesis is put forward as following:

H₅: Employees' work pressure has a negative impact on self-compensation.

2.7.6 The Relationship between Work-related Flow and Work Pressure and Self-compensation Behavior

In work, flow experience is a positive state of employees' selflessness and enjoyment. Li and Wang [26] discovered that under the influence of this positive state, it can slowly increase the fading learning motivation, or even transform it into the rising learning motivation. Jiang [27] some scholars have proposed that employee work-flow experience can enhance psychological capital and reduce the effect of negative emotions on psychological capital. Combining the views of Wang [26] and Jiang [27] that psychological capital can effectively buffer the generation of bad emotions, reduce anxiety and depression, and produce compensation effect, so as to improve life and work satisfaction. To sum up, connecting the views of the two scholars, we can conclude that when employees' sense of work pressure increases, the activity of employees' self-compensation motivation decreases; when employees' work-flow experience increases, employees' self-compensation motivation also increases. Therefore, the hypothesis is put forward as following:

H₆: Work-related flow negatively moderates the relationship between work pressure and self-compensation behavior.

2.7.7 Employee Mobility in the Relationship between Perceived Work Ability and Self-compensation Behavior

Zhong et al. [28] proved that employee mobility requirement has the same growth and growth relationship with corporate spirit, culture and atmosphere, and employee mobility can enhance the relationship between organizational atmosphere and employee enthusiasm. In addition, Dai [25] proposed that the higher the degree of fit in the fit model between people and organization, the more conducive it is to improve the work enthusiasm and participation of employees, thus promoting the work atmosphere of enterprises. It is speculated that the increase of employee mobility increases the motivation of self-compensation, and the improvement of work ability fit is conducive to the improvement of compensation feedback psychological activity. Then we can make a hypothesis as following:

H₇: Employee mobility positively moderates the relationship between perceived work ability and self-compensation behavior.

2.7.8 The Relationship between Work Pressure Perception and Self-compensation Behavior

Jin et al. [22] showed that in an enterprise, if the working atmosphere fits the initiative personality, its work performance will be improved. First, Luo [20] showed that after understanding the task and knowing that the task is within the scope of their own ability, the process of making feedback is an efficient activity procedure to complete the task; second, after understanding the task and knowing that the task is higher than their own ability, the process of making feedback is a learning process to make up for the lack of skills Wang [26]. In the second case, we can make a hypothesis that perceived work ability has a positive impact on self-compensation behavior. Then, the hypothesis is put forward as following:

H₈: Perception of working ability a positive impact on self-compensation behavior.

3. Methodology

3.1 Research Framework

This study suggests that work ability perception has an impact on self-compensation behavior, and work pressure perception and work cost perception have mediating effects in this

relationship. Employee activity and work-flow experience have moderating effects on work ability perception, work pressure perception, work cost perception and self-compensation behavior. The research framework is shown in Figure 1.

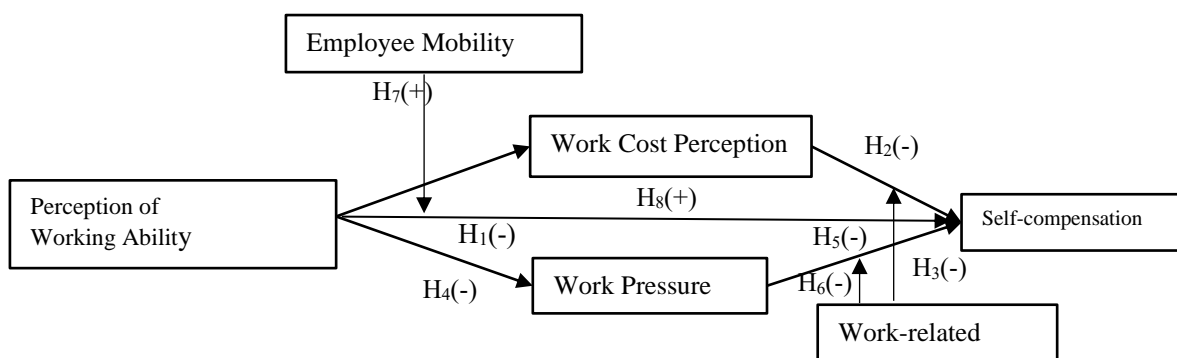


Figure 1: Research Framework

3.2 Research Objects and Data Collection

The object of this paper is employees in Xiangyu Group, Xiamen city, Fujian Province, China. In this study, 450 questionnaires will be distributed. Tang [29] proposed that random cluster sampling method could be applied to select knowledgeable workers who have worked for more than one year, and the distribution of the questionnaire should be between 400 and 1500. The questionnaires would be distributed on Monday, Wednesday and Friday, weekly, and 150 questionnaires would be distributed on each day above. Since work mentality and mood of each working period may be different, which will lead to variation of the survey results. Some reverse questions would be applied to screen out these invalid questionnaires.

3.3 Operational Definition and Measurement

3.3.1 Perception of Working Ability

The operational definition of working ability perception is the matching degree between working ability and objective working standard as well as the degree of working ability paid by members of Xiangyu Group. The measurement of this construct comes from Feng [30]. It is measured by Likert's five points. The Cronbach's alpha value of this dimension is 0.878. As shown in Table 1.

Table 1 Perception of working ability scale

variable	Item	author
Perception of Working Ability	A1. The requirements of the job match my personal skills very well.	Feng [30]
	A2. I am good at all things at work.	
	A3. My personal ability, education experience and job requirements match me.	
	A4. I can accomplish the most difficult tasks in my work.	
	A5. There is a good match between the company and me.	
	A6. When I work, I can put in all my energy.	

3.3.2 Work Cost Perception

The operational definition of work cost perception is the energy cost or time cost that Xiangyu Group employees feel invested in their work. The measurement of this construct comes from Zhang [24] work cost measurement table. By Likert five-point measure, Cronbach's α reliability was 0.74. As shown in Table 2.

Table 2 Work Cost Perception scale

variable	Item	author
Work Cost Perception	B1. I spent a lot of energy to complete the work.	Zhang [24]
	B2. I feel that work takes up most of my daily time.	
	B3. I spent a lot of time to complete the work.	
	B4. My work is very busy and I feel that I have insufficient time and energy.	
	B5. After work, I was exhausted.	

3.3.3 Work Pressure Perception

The operational definition of work pressure is the degree of mental pressure that the Group employees think their work brings to them. This concept comes from the work pressure scale of Vigoda [10]. There are six questions in this scale, which are measured by five-point Likert scale. In the study, α was 0.79. As shown in Table 3.

Table 3 Work pressure perception scale

variable	Item	author
Work pressure Perception	C1. I feel the task is heavy.	Vigoda [10]
	C2. the matching degree between my ability and job requirements is low.	
	C3. I can feel the work is not easy.	
	C4. I have to work very hard every day.	
	C5. I may be dismissed.	
	C6. I feel the task is not completed very seriously	

3.3.4 Self-compensation Behavior

The operational definition of self-compensation behavior is the degree of desire of employees of Xiamen Xiangyu Group to learn a work skill that they can't learn. This concept mentioned five questions about self-compensation in the questionnaire of Liu [14], of which the alpha reliability was 0.919. As shown in Table 4.

Table 4 Self-compensation behavior scale

variable	Item	author
Self-compensation Behavior	D1. I want to learn job-related skills.	Liu [14]
	D2. I will consult others if I encounter problems that I do not understand in my work.	
	D3. I want to improve every day.	
	D4. I want to get out of the doldrum.	
	D5. I actively accept opinions and criticism.	

3.3.5 Employee Mobility

Employee's activity refers to the degree to which the employees of Xiamen Group subjectively think their thoughts and actions are active and the adaptability to the working environment. The employee mobility scale adopts the items about vitality in Schaufeli UWEs, a Dutch scholar compiled by Chen [31], and its reliability is 0.895. In addition, 17 items of energy, persistence and concentration in three dimension of Schaufeli et al. [9] and 9 items of employee vitality scale compiled by Chen [31] were deleted and sorted to get the scale of employee vitality. As shown in Table 5.

Table 5 Employee mobility scale

variable	Item	author
Employee Mobility	E1. I feel energetic at work.	Chen [31] & Schauf eli et al. [9]
	E2. I feel very motivated at work.	
	E3. when I get up in the morning, I am happy to go to work.	
	E4. I am very enthusiastic about my work and full of enthusiasm. I am full of hope for the future of my work.	
	E5. the work I do motivates me.	
	E6. I am proud of what I have done.	
	E7. I feel bad when I concentrate on my work (reverse)	
	E8. when I work, I am completely absorbed in it	
	E9. when I work, I am very attracted	

3.3.6 Work-related Flow

Work-flow experience is a combination of three dimension: the degree of concentration, the strength of comfortable feeling and the strength of motivation of employees in Xiamen Xiangyu Group. The internal consistency coefficient of this scale combined with the questionnaire of Bakker [11] and Zeng [12] reliability is 0.9. The scale is divided into three directions: focus, pleasure and motivation. As shown in Table 6.

Table 6 Work-related flow scale

variable	Item	author
Work-related Flow	F1. At work, I never leave.	Bakker [11] & Zeng [12]
	F2. Work is fascinating to me.	
	F3. At work, I forget everything around me.	
	F4. At work, I was completely absorbed.	
	F5. Work brings me pleasure.	
	F6. I feel happy at work.	
	F7. I go to work with pleasure.	
	F8. I feel at ease at work.	
	F9. My motivation comes from work itself.	
	F10. I work for myself.	
	F11. I find myself thinking about work in my spare time.	
	F12. Even if the salary is less, I will do the job.	

3.4 Research Tools

All scales adopt Likert 5 Comment method: "very agree = 5, agree = 4, no opinion = 3, disagree = 2, very disagree = 1".

3.5 Data Analysis

3.5.1 Descriptive Statistical Analysis

After the descriptive statistics of gender, age, education background, years and position, descriptive statistical analysis should be carried out on the variables, and the mean value, standard deviation, skewness and kurtosis should be analyzed, and then the standard error values of skewness and kurtosis should be mainly observed. If the absolute value of standard error of skewness is less than 3, and the absolute value of standard error of kurtosis is less than 5, the data can be considered as a conclusion.

3.5.2 Reliability and Validity Analysis

(a) Reliability Analysis

Guieford [5] judged the coefficient of Cronbach's α . If α is greater than or equal to 0.7, it means the reliability is very good; otherwise, if α is less than 0.5, it means the reliability is low and unacceptable.

(b) Validity Analysis

Zhu [15] applied KMO and Bartlett's spherical test as the most common method in SPSS, and the standard was $KMO > 0.7$, the interpretation rate of cumulative variance after rotation was at least greater than 60%, and the factor loading coefficient was greater than 0.4.

3.5.3 Correlation Analysis

Pearson's point of view that $|R| \geq 0.8$, the correlation between variables is high; when $0.5 \leq |R| < 0.8$, the correlation between variables is medium; when $0.3 \leq |R| < 0.5$, the correlation between variables is low; when $|R| \leq 0.3$, the correlation is weak, it is basically uncorrelated.

3.5.4 Regression Analysis

The purpose of this study is to test the hypothesis through regression analysis, and take the relationship between work ability perception and self-compensation behavior as the mediating effect.

3.5.5 Mediating Analysis

This study refers to the mediation analysis method proposed by Baron and Kenny [2] to test whether there is a mediating effect between service recovery and customer behavior intention. The steps are to verify the correlation between independent variables and intermediary variables, verify the correlation between intermediary variables and dependent variables, and verify the correlation between independent variables and dependent variables.

3.5.6 Moderating Analysis

As for the regulatory effect, this study first verified the correlation between the two variables. Then, the product of independent variable and regulatory variable is added. Then compare R^2 . If the product of independent variable and regulatory variable is added, R^2 becomes larger, which proves that there is a regulatory effect between them.

4. Expected Contributions

The expected contributions of this study will be in the practical contribution or in the theoretical. In the practical contribution, we expect to cultivate the staff activity and work-related flow to promote the occurrence of self-compensation behavior, and then make the enterprise develop better. In the theoretical, most scholars at home and abroad focus on knowledge workers in the study of work-related flow and employee activity, while this study focuses on ordinary employees.

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The Role of University and Industry Cooperation in the Development of Undergraduate's Entrepreneurial Competency in Southwest of China

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Abstract

Nowadays, more and more individuals world-wide, especially college students, are showing increasing interest in starting their own business, which leads to the rise of entrepreneurship and entrepreneurial education, especially in China. Entrepreneurial education and entrepreneurial competency are valued as two crucial elements in promoting enterprise performance, and they play a significant role in the successful development of small business. From the perspective of innovative cooperation between university and industry in modern society, this study aims to reveal the role of university-industry cooperation in developing undergraduate's entrepreneurial competency and help universities explore more effective and innovative approaches in cooperation with industries to foster more potential entrepreneurs among their students. In this study, interview and questionnaire will be adopted among randomly selected small business owners, administrators, students and entrepreneurs to collect some data with methods of Likert scale and regressions.

Keywords: university and industry cooperation, entrepreneurial competency, entrepreneurship education

1. Introduction

With the advance of information technology and entering into new digital era, individuals all over the world have increasingly found that entrepreneurship is a crucial approach to creating wealth, stimulating the development of economies, and realizing self-employment dreams. According to GEM [1], actually a consensus has been achieved among academics, policymakers and enterprises that entrepreneurs and their business play a crucial role in the development and well-being of the society, and Ahmad & Hoffmann [2] stated that they even become more important worldwide since they are exerting positive influence in employment, productive, innovation, and economic growth.

Actually, in 2008 the Global Entrepreneurship Monitor pointed out the worldwide agreement about the significant role of entrepreneurship in economic development. Also, Sousa et al. [3] reported that in Glance 2012 report, the Organization for Economic Co-operation and Development claimed that the global crisis had heightened the interest in entrepreneurship as an essential element to foster economic recovery and employment growth. Besides, the European Commission and the International Labour Organization respectively stated in their Report 2013 and Global employment trends 2014 and 2015 reports the potential of entrepreneurship to help regions and countries to overcome social-economic issues like unemployment and poverty. In effect, entrepreneurship has always been positively influencing society and people's life from its early stage by offering abundant products and services, bringing convenience and social equity, and supporting sustainable development of economy, which helps raise the interest and increase in entrepreneurship.

Based on the above description, it can be clearly seen that entrepreneurship plays a significant role in developing the economy and shows the tendency of increase in the number. Although entrepreneurship was considered beyond the academic environment in most cases in past years, more concerns are being put on students in entrepreneurship. Shamsudin et al. [4] state that some governments and universities are attaching great importance to entrepreneurship education. Many studies have been conducted in different countries around this issue, like function of entrepreneurial competency in linking entrepreneurship education with firm performance. Besides, some other scholars like Rasmussen et al. [5], Nová [6] and Farooq [7] give their focus on the development of entrepreneurial skills or competency; and Moreno et al. [8] show their concern on relationship between entrepreneurial competency and intentions/attitudes/performance effectiveness of entrepreneurship education entrepreneurial learning function and role of university and department in developing entrepreneurial competency and skills, etc.

As for Asian countries, especially in China, although some research show examples has been conducted on this issue, few of them more focus on the development of entrepreneurial skills or competency from the perspective of innovative cooperation between university and industry in modern society. For example, Zhu et al. [9] explore the development of innovation and entrepreneurship education in the past decade, focusing on the general situation of laboratory construction, practice base construction and scientific training. Shi & Sun [10], Liu et., al. [11] and Hao [12] discuss the problems in quality of the teaching staff, curriculum system, and education mode. Huang et al. [13] are more concerned about the satisfaction degree of teachers and students with entrepreneurship education in universities and its sustainable development by taking top Chinese universities as subjects. In addition, Li & Wu [14] do some investigation on the effect of team cooperation on entrepreneurial self-efficacy and passion. According to Yin & Wang [15], although college students' entrepreneurial capability is surveyed in some research, the factors like family, university and society should also be explored in broad sense. Furthermore, entrepreneurship and entrepreneurial education are on the rise in China. Locals governments have increasingly attached great importance to the development of undergraduates' entrepreneurial skills and competency by organizing different kinds of competitions in entrepreneurship. Based on this situation, this paper will conduct a tentative study on the way of cooperation between university and industry and its role in developing undergraduates' entrepreneurial competency in China.

2. Research questions

- (1). How well does entrepreneurial education contribute to entrepreneurial competency in Chinese higher education?
- (2). What is the role of university-industry cooperation in helping develop Chinese graduates' entrepreneurial competency in entrepreneurship education?
- (3). Does entrepreneurial competency of Chinese entrepreneurship programs actually enhance entrepreneurial performance?

3. Research objectives

This research aims to figure out the contribution of entrepreneurial education to entrepreneurial competency among students in Chinese universities. It tries to identify the role of university and industry cooperation in helping cultivate Chinese students' entrepreneurial competency, and whether entrepreneurial competency of Chinese entrepreneurship programs actually enhance entrepreneurial performance.

4. Research hypothesis

H1: entrepreneurship education positively influences the development of entrepreneurial competency.

H2: university-industry cooperation plays a positive and active moderating role in helping develop entrepreneurial competency in entrepreneurship education.

H3: well-developed entrepreneurial competency leads to better entrepreneurial performance.

5. Conceptual framework

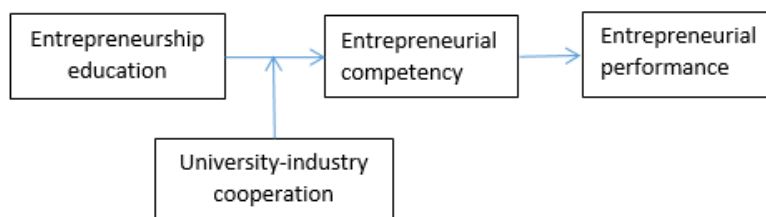


Figure 1 Graphical representation of conceptual framework

6. Definitions of terms

6.1 Entrepreneurship education

For the understanding of entrepreneurship education, Jamieson [16] suggested a three-category framework. The first category is mainly concerned with awareness creation to educate students about setting up and running a business. The second category is education for enterprise, which shows care for the training of aspiring entrepreneurs for a career in self-employment so that students can be encouraged to set up and run their own business. The third category is education in enterprises, which implies offering management training to entrepreneurs and focuses on the expansion and development of the business. Although Jamieson's three-category framework is comprehensive and complete in explaining three levels of entrepreneurship education, the kind of courses have not been included in the curriculum for undergraduates.

Garavan and O'Connell [17] classifies entrepreneurship education and training into three types: business awareness creation in secondary schools, infield education for small business ownership, and more specialist education to enable people to update their skills and competencies. Besides, Hasan et al. [18] proposed their own classification of entrepreneurial education: generalized entrepreneurial education which aims to give students an academically meticulous learning that can be interpreted into a real-world value, motivational entrepreneurial education which shapes individual's belief and attitude toward entrepreneurship and augmented entrepreneurial education which serves as an additional supporting tool for potential entrepreneurial students.

Kourilsky [19] confirmed that entrepreneurship education is "opportunity recognition, the marshaling of resources in the presence of risk, and building a business venture." Blenker et al. [20] believe that entrepreneurship education involves preparing undergraduates well for success in their careers when they start a new business venture. Burleson [21] states that students are supposed to learn how to start business and a lot more aspects through entrepreneurship education. Besides, Dahleez [22] believes that entrepreneurship education is considered to develop students' ability to recognize opportunities, to pursue opportunities through generating new ideas, find the needed resources, to operate a new firm, and to think in a creative and critical way.

Sánchez [23] holds that entrepreneurship education focuses on the development of some beliefs, values, and attitudes, with the purpose to get students to really consider entrepreneurship as an attractive and valid alternative. Furthermore, Shamsudin et al. [4] believes that entrepreneurship education should not be limited merely to the skill of launching an enterprise, human resources and financial management, but should also be transmitted to grass root level and be a imperative part of higher education, and according to Bae et al. [24], Fayolle et al. [25], it involves pedagogical courses, programs and processes offered to students to develop or strengthen their entrepreneurial traits, attitudes and skills, and Matlay and Westhead [26] viewed as an effective means of preparing graduates for transition from education into work where the emphasis is not only on knowledge acquisition but also on skills and competency development.

6.2 Entrepreneurial competency

For the definition of entrepreneurial competency, after reviewing some related literature, the following are the widely adopted ones among researchers and scholars, who have formed their different understandings based on the areas they study or explore.

According to Bird [27], entrepreneurial competencies are underlying characteristics such as specific knowledge, motives, traits, self-images, social roles and skills which result in venture birth, survival and/or growth. Man et al. [28] defined entrepreneurial competencies as the total ability the entrepreneur should acquire to perform a job successfully. Johnson and Winterton [29] had different focus on understanding of entrepreneurial competences. They believed that the range of skills and competencies required to run a small firm is qualitatively and quantitatively different from those needed in larger organizations. Lau et al. [30] understand entrepreneurial competencies in terms of traits, skills and knowledge while Hunger and Wheelen [31] show great interest in exploring how these skills could be effectively applied in different contexts.

By comparison, Iandoli et al. [32] define entrepreneurial competency as “the capability of entrepreneurs to effectively face a critical situation by making sense of environmental constraints and by activating relational and internal specific resources”. Besides, Brownell [33] thinks that some entrepreneurial competencies can be believed to be learned through formal education. Other competencies are tacit and depend on one individual’s characteristics, and are developed during the person’s life, experience, and career.

Actually, there is a general consensus that entrepreneurial competencies are carried by individuals who begin and transform their businesses. And based on the above review, it can be generally concluded that entrepreneurial competencies mainly refer to a specific group of competencies relevant to the exercise of successful entrepreneurship.

6.3 Entrepreneurial performance

According to Venkatraman and Ramanujam [34], entrepreneurial performance is a multidimensional structure that involves the company’s operational and financial outcomes. Phelan and Sharpley [35] holds that entrepreneurial performance integrates industry-related knowledge, management skills and personal motivation. Barney [36], Grant [37], and Tehseen and Ramayah [38] state that an entrepreneur’s ability like valuable and abundant knowledge, and entrepreneurial skills can facilitate his/her firm performance. Mitchelmore and Rowley [39] state in their studies that entrepreneurial skills or competency can contribute to enterprise performance, growth and profitability.

7. Scope of the study

The scope of the study is to investigate whether undergraduate's entrepreneurial ability will get developed by adopting the model of university-industry cooperation in entrepreneurship education in China, which may also have some impact on their entrepreneurial designs for the research. Besides, data collection and analysis will be conducted.

8. Research methodology

8.1 Population and sample

The research involves two stages: the qualitative stage and the quantitative stage. In the former stage, 10 small business owner respondents and 10 administrators from different universities will be interviewed to know their thinking about some related concepts and how they relate. Some students will also be asked how they perceive entrepreneurial competency can be developed and their following intention or performance in starting a venture. In the latter stage, about 80 small business owners who take entrepreneurship education and 40 administrators will be given a questionnaire to get some information for the research.

8.2 Research Instruments and data collection

We plan to use both qualitative and quantitative methods. In the qualitative study, depth interview will be used among small business owners, administrators and several students involved in the cooperation between university and industry to better understand concepts and to get measures for the concepts. In the quantitative study, questionnaire is to be given to small business owners, administrators and entrepreneurs to collect some data, and Likert scale instruments will be used.

8.3 Data analysis

Based on the data collected from the interviews and questionnaire, the method of regression will be used to analyze the relations among entrepreneurship education, university-industry cooperation, entrepreneurial competency and entrepreneurial performance. The first regression will show if entrepreneurship education positively influences the development of entrepreneurial competency, while the second regression will show if university-industry cooperation plays a positive and active role in helping develop entrepreneurial competency in entrepreneurship education. As for the last regression, it will show if well-developed entrepreneurial competency leads to better entrepreneurial performance.

9. Conclusion

Entrepreneurial education and entrepreneurial competency are valued as two crucial elements in promoting enterprise performance, and they play a significant role in the successful development of small business. However, with few studies on the development of entrepreneurial skills or competency from the perspective of innovative cooperation between university and industry in modern society, this study could help to reveal the role of university-industry cooperation in developing undergraduate's entrepreneurial competency and help universities explore more effective and innovative approaches in cooperation with industries to foster more potential entrepreneurs among their students.

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Corporate Social Responsibility, Risk Management and Organizational Performance: A Study on Listed Manufacturing Companies with Different Business Strategies in China

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Abstract

Corporate social responsibility (CSR) is an important mission to enterprises, they must take CSR initiatives, incorporating social, environmental, ethical, human rights, and consumer concerns into their strategic plans. We investigate the relationship among CSR, risk management and organizational performance (OP) with the sample of Chinese listed manufacturing companies covering the 2015-2019 period. This paper analyzes the impact of CSR on risk management and builds a logical framework between CSR and risk management. We also discuss the influence of risk management on OP and form positive feedback on risk management, and promote the sustainable development of companies. In addition, we further investigate the mediating effect of risk management on CSR and OP, in order to help companies to make better strategic planning of CSR and risk management and understand the economic consequences of fulfilling CSR and risk management from a long-term perspective. We find that CSR is linked to risk management, the effect of CSR on firm performance is both direct and indirect. Risk management partially mediates the relationship between CSR and OP.

Keywords: Corporate Social Responsibility, Risk Management, Organizational Performance.

1. Introduction

Terrero, et al. [1] state that corporate social responsibility (CSR) is an important tool for enterprises to improve their reputation and create value, which can meet the social and environmental expectations of various stakeholders. Carroll and Brown [2] indicate that CSR will continue to be on the upward and sustainable track both in concept development and practice. Mehralian, et al. [3] state that the focus has gradually changed from “whether enterprises should fulfill their social responsibilities” to “how enterprises should fulfill their social responsibilities”. Many enterprises have elevated CSR to the strategic level, embedded in corporate culture, throughout the daily operation, Chakraborty and Jha [4] indicate that CSR has gradually become a new marketing method of differentiated competition.

The implementation of CSR can have a good reputation, which can promote employees to work more efficiently and achieve higher productivity and performance. The economic benefits brought by CSR activities also encourage enterprises to invest more resources in CSR activities. Wang and Sarkis [5] discovered CSR governance contributes to superior financial performance by achieving good outcomes.

Strategy is about making choices and is a way to ensure a sustainable competitive advantage by investing the resources needed to develop key capabilities leading to long-term superior performance. Organizations use strategy to deal with changing environments as it brings novel combinations of circumstances to the organization.

Ortiz-Avram, et al. [6] state that a marked increase has taken place in the past two decades in

the volume of research undertaken into the procedures used, and issues encountered, by small and medium-sized enterprises (SMEs) as they integrate CSR into their business strategies. According to Ghobakhloo [7] manufacturing is an industry that is closely related to our daily life and is transformed into large-scale tools, industrial products and consumer goods for people to use and utilize through the manufacturing process in accordance with market requirements. With the sustained and rapid development of China's manufacturing industry and the establishment of a complete and independent industrial system, China's manufacturing industry has become an important cornerstone supporting China's economic and social development. Manufacturing industry is the main body of the national economy. Listed manufacturing companies account for more than 60% of all listed companies. Wübbeke, et al. [8] found that as the leading force to promote China's industrialization and modernization, the social responsibility management of manufacturing industry is more strategic and typical.

The global manufacturing industry is moving toward intelligence, greening and information technology, and China's manufacturing industry needs to keep up with this pace. Although China's manufacturing industry ranks first in the world in terms of scale and total volume, it lags far behind that of industrialized countries in terms of efficiency, efficiency, quality, industrial structure, sustainable development and resource consumption. China's manufacturing industry must shift from scale and speed to quality and efficiency, and from high speed to high quality, so as to be able to achieve sustainable development.

China is one of the leading forces in manufacturing GVCS. The recent spread of COVID-19 around the world has had a major impact on the manufacturing industry in various countries, which will be transmitted to China through the global value chain of manufacturing industry, making Chinese manufacturing industry likely to become the focus of the global spread impact of the epidemic. Qu, et al. [9] state that the key to improving China's manufacturing position in the Global value chain is to strengthen weak links. Due to the requirements by the Chinese central government as well as the public pressure, CNSOEs have begun to implement CSR practices in response to the CSR trend in the country.

Chinese CSR movement started relatively late, enterprises unilaterally pursue profit maximization, resulting in increasingly serious problems such as pollution of the environment and abuse of resources, and gradually increasing social expectations for enterprises to assume social responsibility. Up to now, the idea that enterprises should fulfill their social responsibilities has been widely accepted. According to Liu and zhang [10], Some enterprises begin to combine their own business advantages with social problems through social innovation and transform the fulfillment of social responsibility from a simple act of charity to a business practice with strategic planning.

In recent years, more and more businesses, academics, and others in China have promoted CSR as a necessary component of the country's sustainable development. However, in-depth studies of the CSR reporting practices of Chinese companies are still needed. Hu, et al. [11] based on longitudinal data of Chinese manufacturing firms listed at Shanghai and Shenzhen Stock Exchange between 2010 and 2015, they use multiple linear regression to find that CSR has a positive relationship with firm value. CSR practices pertinent to organizational governance, human rights, and the environment are beneficial for their social performance.

Gong & Ho [12] examines the link between CSR and corporate stability, and how product market competition affects this relationship. Using the unique CSR scores to the Chinese firms over the period 2009–2015, they find firms with stronger CSR performance tend to be more

stable. This result consistent with the argument that ethically forward-looking managers employ CSR as a powerful tool to manage risk. However, this above positive association between CSR and stability is significant only in highly competitive industries.

Wu, et al. [13] explore the impact of CSR and financial distress on corporate financial performance (CFP) in Chinese listed companies of the manufacturing industry. They find that CSR has a significant positive impact on CFP, and the relationship is more pronounced for firms that are more stable, and financial distress of listed firms, and help to alleviate managers' concern of CSR fulfillment and risk control.

In recent years, with the global economic downturn, the real economy is facing unprecedented pressure and risks, and the rate of return on investment and the growth rate of labor productivity are declining. Some enterprise managers have doubts about whether they should continue to promote social responsibility.

2. literature review

2.1 Corporate Social Responsibility (CSR)

Yuan, et al. [14] indicate that CSR is a multifaceted concept that reflects a firm's response to the expectations and demands of a wide range of stakeholders, including society, the environment, and individuals. Muku, et al. [15] state that CSR is a means which encourages them look beyond profit maximization and shareholders' interest, and considers objectives, values, and preferences of all members of the community.

The World Business Council for Sustainable Development (WBCSD) defines CSR as the commitment of business to contribute to an economic and sustainable development, working with employees, their families, the local community and society to improve the quality of life. Devie, et al. [16] indicate that CSR is generally referring to a company's voluntary actions to integrate environmental and social concerns into the business and toward stakeholders to achieve sustainability.

CSR may encourage managers' moral behaviors, which will have a positive impact on corporate reputation, indirectly improve corporate value and reduce financial risks. CSR can improve economic performance by creating value for enterprises through influencing reputation and risks. As businesses are now facing rising complicated risk, CSR could further act as a risk management tool in corporate strategies.

2.2 Risk Management

Peljhan, et al. [17] found that risk management enables organizations to address the risks that are important in their activities in the process of achieving organizational objectives, monitor and assess organizational progress toward strategic objectives.

The role of risk management is to identify, analyze and evaluate any foreseeable or unforeseeable risks associated with operations in a specific industry. A generic risk management framework includes four major components – risk identification, risk measurement, risk mitigation and risk monitoring and reporting. Ibrahim & Esa [18] found that enterprise Risk Management (ERM) has been identified as an organized and systematic way of managing risk throughout an organization and recent research results have shown ERM implementation has positive significance on the companies' financial and non-financial performance.

2.3 Organizational Performance (OP)

One of the well-known definitions, has described organizational performance as organization's

ability to achieve its goal by using resources in an efficient and effective way.

Soltanizadeh, et al. [19] indicate that OP encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.)

Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development.

2..4 Business Strategies

Strategy is a set of decisions and actions that managers make and take to attain superior company performance compared to rivals. There are three generic strategies, that is, cost leadership, differentiation, and focus. Business strategy is regarded as a firm strategy that focuses on how to compete in a given industry or product-market segment, and it is a source of intra-industry variation in firm strategies.

Business strategy reflects the actions and choices taken by a firm to understand and adapt to the environment and to position itself in the market to realize a high level of performance. Business strategy is outlined to achieve company's objective based on internal and external assessment. Peljhan, et al. [17] reviewed the extant literature and discussed in detail strategy types. Miles and Snow [20] based on how companies respond to a changing environment. They identified the following generic strategies: defenders, prospectors, analyzers, reactors. Strategy is a set of decisions and actions that managers make and take to attain superior company performance compared to rivals.

3. Research Gap

The existing empirical research on CSR is mainly based on developed countries in Europe and America. In emerging economies like China, there are very few studies on the possible mediating effects of risk management between CSR and OP.

As a transition economy in emerging markets, China is different from developed markets in terms of institutional conditions, which lack mature CSR culture and institutional environment. According to Li, et al. [21], although CSR topics continue to gain momentum in strategic research, the questions of how and when CSR efforts affect firm performance in the context of China are still a major research gap.

4. Research Questions and Objectives

4.1 Research Questions

What is the relationship between CSR, risk management and OP of listed manufacturing companies?

How does business strategies impact CSR, risk management and OP?

Does risk management have mediating effects on CSR and organizational performance?

4.2 Research Objectives

To identify if there are factors influencing OP of listed manufacturing companies when they adopt different business strategies.

To identify the role of risk management in the relationship between CSR and OP.

To identify business strategies may play a role in how CSR, RM, performance relate to each other.

5. Proposed Conceptual Framework and Research Hypothesis

5.1 Proposed Conceptual Framework

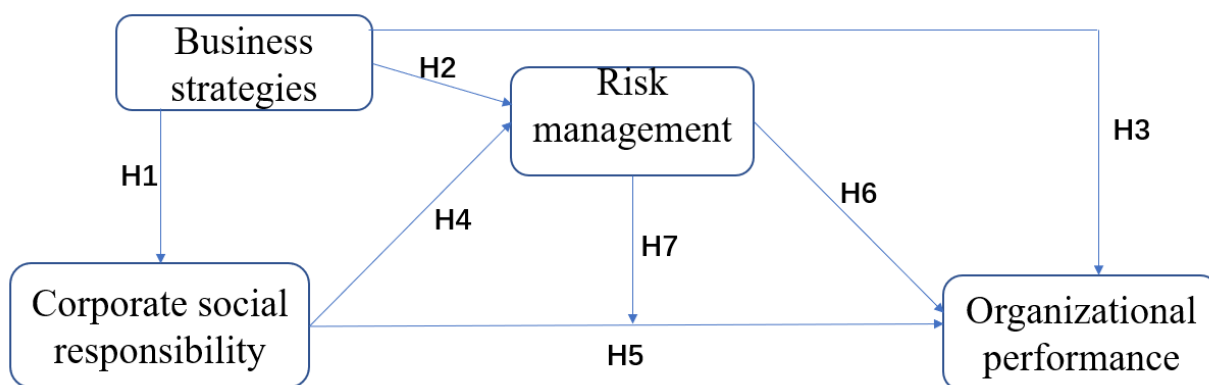


Figure 1. Conceptual Framework

5.2 Research Hypothesis

H1: Business strategies has positive impact to CSR

Peng [22] found that the prospector business strategy has a strong positive association with CSR. In addition, CEOs with short-term compensation have less incentive to invest in CSR if their firms adopt a defender strategy. The opposite is true for the prospector group, suggesting that sometimes, misfits may also produce good CSR outcomes.

Yuan, et al. [14] report that prospectors take advantage of CSR, as their innovation-oriented strategy allows them not only to benefit more from CSR, but also to have more tolerance for the uncertainty, risk, and long time-horizon associated with CSR engagement.

Muku [15] propose to explore and conceptualize how CSR-based strategy plays a vital role in a company gaining competitive advantage.

Ingham and Havard [23] proposed that strategic decisions taken by a manager of a firm are expected to be consistent with CSR policies. For instance, the improvement in CSR policies is strongly linked to the strategic decisions taken in the context of risk management.

H2: Business strategies has positive impact to risk management.

Companies with cost leadership business strategy are more eager to implement ERM compared to companies with differentiation strategy. The results also indicate that ERM implementation has a significant positive impact on OP.

Rehman & Anwar [24] found that business strategy has a significant influence on SME performance and enterprise risk management. Strategy type and RMS development have direct effects on performance, there is no mediating effect of RMS development in the relationship between strategy type and performance. RMS and strategy act as independent variables, each individually affecting organizational performance. Viscelli & Hermanson [25] state that the ultimate goal of an effective ERM process is to help boards and senior executives to manage risks in the context of strategy so that the organization is more likely to achieve its key objectives.

H3: Business strategies has positive impact to organizational performance.

The existing research has extensively studied the effect of strategy on organizational performance. There is a growing body of literature suggesting that RMS positively influence the achievement of organizational objectives.

Aboud & Mirdan [26] suggested that there are assorted strategies to escalate the business performance which are generally adopted by the board of directors and which directly or

indirectly affect the overall business of the organization.

Formulation and implementation strategy play a major role in organizational performance. González-Rodríguez [27] indicate that a firm's assets and strategies have a greater influence on performance than industry forces do.

H4: CSR has positive impact to risk management.

Research on the relationship between CSR and risk management is too limited. Risk management could assist in the understanding of CSR reporting practice. Albuquerque, et al. [28] found that CSR decreases systematic risk and increases firm value and that these effects are stronger for firms with high product differentiation.

Risk management is a fundamental concern in the current dynamic global environment, especially when such a risk is associated with CSR. Harjoto & Laksmana [29] find that stronger CSR performance is associated with smaller deviations from optimal risk-taking levels. CSR has an impact on firm value and find a positive indirect impact of CSR on firm value through the impact of CSR on risk taking. CSR performance is positively associated with firm value because CSR reduces excessive risk taking and risk avoidance.

According to Devie, et al. [16], some studies showed that CSR is negatively correlated with business risks, for both systematic and unsystematic risk, and can assist the firms in mitigating firms' risks by eradicating the information asymmetry of internal and external stakeholders.

H5: CSR has positive impact to organizational performance.

The majority of scholars believe that CSR has an impact on performance, but some scholars believe that a negative relationship is in the short term, in the long run enterprises to actively fulfill the CSR can improve OP, but no more in-depth analysis the action mechanism between the two.

H6: Risk management has positive impact to organizational performance.

Enterprise Risk Management (ERM) has been identified as an organized and systematic way of managing risk throughout an organization and recent research results have shown ERM implementation has positive significance on the companies' financial and non-financial performance. However, little research has been done to measure the performance of ERM studies.

As regards the effect of more developed risk management on a company's financial performance and market value, the results of studies vary. However, evidence of a positive influence of more developed risk management on OP is prevailing.

H7: Risk management can mediate the relationship between CSR and organizational performance.

The role of risk management in the relationship has less research. Naseem, et al. [30] examined a channel through which CSR affects firm performance, CSR is positively associated with firm performance. CSR is linked to enterprise risk management. However, the effect of corporate social responsibility on firm performance is both direct and indirect. They provide evidence that enterprise risk management partially mediates the relationship between corporate social responsibility and firm performance.

Rehman and Anwar [24] report that business strategy has a significant influence on SME performance and enterprise risk management. In addition, enterprise risk management partially mediates the relationship between business strategy and SME performance.

6. Research Methodology

Research design: We plan to use mix method which is qualitative and quantitative.

The relationship between CSR and performance in emerging economies, this topic is somewhat new, and current research calls for more research to understand the concepts better and to begin building theory. This cannot move on to quantitative research until it has a good understanding of the concepts. Mayoh and Onwuegbuzie [31] indicate that this needs mixed methods research, which uses qualitative research to develop better understanding of concepts and to get measures for the concepts. The qualitative research is followed by quantitative survey research so that results can be generalized.

6.1 Population and Sample

Target population: Selecting a-share manufacturing listed companies that issued CSR reports on Shanghai and Shenzhen stock exchanges from 2015 to 2019 as initial samples, and the samples will be screened according to the following criteria :(1) the samples of ST and * ST companies occurred during the study period were excluded;(2) exclude the company samples that no longer belong to the manufacturing industry due to industry changes during the study period;(3) the sample of subdivided industry companies with less than 4 CSR reporting companies were excluded.

Sample size: 357 Shanghai and Shenzhen A-share listed manufacturing companies in China.

6.2 Research Instruments and Data Collection

The information sources of this research are mainly from three channels: "Chinese Listed Companies Research Series Database" of Guotai'an Data Service Center, "Chinese Listed Companies Database" of wind Information (Wind), annual corporate reports、 CSR reports and corporate official websites. The "China Listed Companies Research Series Database" of Guotai'an Data Service Center includes all the basic data information of China's listed companies in recent years, including the basic information, such as enterprise size, listing time, enterprise profit, enterprise corporate governance information, etc. Xiao, et al. [32] state that Wind Information (Wind), "Chinese Listed Companies Database" covers most of the data on Chinese listed companies. Therefore, this study obtains the list of sample companies from this database and collects the corresponding enterprise information from Guotai'an Data Service Center to form complete sample information datas of Chinese listed manufacturing companies.

For the business strategy, we plan to use a scoring method to measure it. The business strategy is mainly divided into prospectors, analyzers and defenders' types. The prospectors have a high score, while the defenders have a low score, and the analyzers is in the middle, which is mainly measured from the following variables: (1) the ratio of R&D expenditure to sales revenue; (2) the ratio of the number of employees to sales revenue. (3) growth rate of sales revenue, (4) ratio of marketing expenses and administrative expenses to sales revenue, (5) volatility of the number of employees, and (6) ratio of fixed assets to total assets. The data comes from Guotai'an database (CSMAR).

For the measurement of risk management capability, we plan to use the credit rating results of listed companies every year. The data come from wind database (Wind).

CSR data come from the Runling global responsibility rating database (RKS).

Other data come from Guotai'an database (CSMAR). Such as financial statement database, financial indicators analysis database, and governance structure database.

6.3 Data Analysis

For the accuracy of the data, all sample data were Winsorize processed by 1% quantile. We plan to test the model with regression analysis. The mediating effect test method proposed by Baron and Kenny [33] will be adopted to examine the mediating effect of risk management on CSR affecting organizational performance. This method has been widely used in the study of corporate finance.

7. Significance of The Study

To help business managers develop better understanding on CSR is an investment rather than a cost, and CSR is conducive to improving the company's risk management ability, so as to improve the company's performance.

To help companies to make better strategic planning of CSR, understand the economic consequences of fulfilling CSR from a long-term perspective, and arrange CSR activities in a scientific and reasonable way.

To help the public to correctly understand the relationship between CSR and organizational performance, form positive feedback on CSR, and promote the sustainable development of companies.

8. Conclusion

Does corporate participation in CSR activities affect OP? Is CSR related to the management decision of enterprise risk taking? Does risk management play a mediating role between CSR and OP? These are the main problems we want to solve in this study. In order to answer these questions, we take listed companies in Chinese manufacturing industry from 2015 to 2020 as a sample to examine the impact of CSR on OP, and then study the impact mechanism of risk management on CSR and OP.

CSR participation provides guidance for managing risk decisions by reducing excessive risk-taking and risk aversion. Enterprises should manage various types of risks and strengthen risk management to achieve higher OP. Our research finds that the adoption of CSR and the importance of risk management integrate socially and environmentally responsible behavior into daily business activities to improve OP. This study suggests that investors invest companies that are actively engaged in CSR activities and have an effective corporate risk management system, which contribute positively to OP.

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A Study on impact of knowledge management, employee empowerment and digital transformation on the relationship between human capital and organizational performance in Chinese private university context

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Abstract

With the development of technology, economy and society, great changes have taken place on individuals and organizations. In the digital age, human resource management is facing new challenges. It is necessary to further study how to give full play to the value of human capital and promote organizational performance. University is a human capital-intensive organization, but also by the digital impact of the industry. Based on the context of Chinese private universities and the theoretical basis of AMO, this paper discusses the mediate role of knowledge management, employee empowerment and digital transformation as three mediators between human capital and organizational performance. In addition, the effects of three variables on the moderating effects of the other two variables are discussed. Findings of the paper would contribute to struct a high-performance work place (HPWS) by knowledge management, employee empowerment, and digital transformation on the basis of AMO theory for organizational performance in Chinese private university context.

Keywords: human capital, knowledge management, employee empowerment, digital transformation, organizational performance

1. Introduction

1.1 Background of the study

(1) How to maximum the value of human capital is an essential field for human resource management.

Performance management is one of an important field in human resource management research. Many scholars have been exploring different theories and practical methods to promote performance continuously, helping organizations to get competitive advantages and maximum values. Human capital is considered as an essential and intangible resource to perfect performance [74]. To organization, human capital can be refered to an investment. Because of the positive influence on performance, many enterprises are willing to invest human capital and expect to maximize the impact and efficiency of it [19].

However, some literatures pointed human capital might not be an important determinant of firm performance [62]. Crooket et al. studied the relationship between human capital and firm performance by Meta-Analysis, presenting three potential reasons for the contradictory viewpoint [19]. The outcomes of human capital investment are different because of more complicated moderators, such as the stage of the career path [30], the form of employment [72], the type of human capital [24], and so on. Therefore, there are more value to research the mechanism and impactor factor of human capital on performance than to research the relationship between them for human resource management.

(2) Development of technology, economy, and society are bringing more challenges to human resource management, complicating the relationship between human capital and organizational

performance. It is necessary to make profound study on the traditional theory and practice of human capital management, promoting the adaptation in new era.

With the development of technology, economy and society, great changes have taken place on individuals and organizations. The key element of human capital would be changing during digital transformation, and higher quality technological skills would be essential for the future employees [36]. People development model becomes more comprehensive and diversified than before. The meaning of well-being for employees is more concentrated in psychological rewards, not only financial rewards [67]. The evolution of technologies impact different aspects of the organization. In digital era, organizational boundary is becoming inexplicit [51]; workplace is not fixed, and remote working are becoming more and more popular. New workplaces transformed organizations and the corporate culture in particular through mobility and collaboration spaces. Disruptive technology would change the communication [36] and leadership [48]. In addition, the impact of external environment such as Covid-19 outbreak that force the need to adopt disruptive communication technology in HR. All of these changes bring more challenges to human resource management. How to take advantage of human capital to promote organizational performance in digital era is still worthy studying.

(3) Digitization are changing higher education in different aspects. It is necessary to explore more effective performance management theory and practice in higher education context during digital era.

Horváth proposed that disruptive technology would re-struct the teaching materials, affect the efficiency of education, change the communication between lecturer and students, and affect the development of the common knowledge [36]. The role of universities' faculty and administrators are changing because of disruptive technology. Faculty and administrators of university acted as entrepreneurial leaders [48]. Therefore, working environment and the operation mode for universities' faculty and administrators are changing under digitalization context. How to improve universities' performance is worth studying in the context of digitization.

(4) AMO theory presents a basis research framework for this research.

The ability, motivation and opportunity (AMO) framework [3] [13] is widely used to explain the linkage between human resources management and performance since its emergence in 2000. AMO model suggested that individual ability (A), motivation (M), and the opportunity to participate (O) are three critical elements to enhance together employee performance [43]. Knowledge management contributes to enhance employees' ability(A), especially by knowledge-based educating and training [7]. Employee empowerment has positive influence in working satisfaction, which help to stimulate individual's motivation(M). Digital transformation would change organizational structure and working processes, which provide diversified opportunities(O) to participate. This paper chooses knowledge management, employee empowerment, and digital transformation as three moderators affecting individual ability (A), motivation (M), and the opportunity to participate (O) on the basis of AMO theory. The effects of the three variables on the relationship between human capital and organizational performance will be exploring.

(5) The development of Chinese higher education poses challenges to private universities. It is necessary to explore more and useful theory and practice of human resource management and performance management in Chinese private university context.

Chinese higher education is during a rapid developing and reforming period. More policies and funds are given to support higher education development by government [2], but stricter and higher standards are presented too. Cultivating talents, science research, social service, and

cultural inheritance are four vital functions to Chinese university. Promoting quality and performance is the main objective to every university. Comparing public university, private university would face more challenges because of absent resources (e.g financial resources, human resources, other tangible and intangible assets, etc). Conventional management system and management methods could not meet the new demand in Chinese private university. It is necessary to introduce other management methods to help these university make great performance.

1.2 Research gap

(1) Seldom empirical researches choose knowledge management, employee empowerment, digital transformation together as intermediate variable of the impact of human capital on organizational performance. The research would explore not only the influence of the three factors on the relationship between human capital and organizational performance, but also the moderating effects from each other.

(2) Seldom research choose knowledge management, employee empowerment, digital transformation as AMO theory elements at the same time. The paper would enrich AMO theory, exploring how to build high-performance work system (HPWS) from these aspects to maximize the value of human capital and organization performance in digital era.

Knowledge management is considered as an effective method to enhance employees' abilities [7]. However, the demands for employees' ability are changing with the development technology and digitization. In digital era, many jobs have been replaced by internet and artificial intelligence and some new jobs are emerging [55]. Higher requirements of employees' ability are presented by organizations, especially for knowledge-based organizations. University is knowledge-based organization, which is impacted deeply by technology and digitization [48]. How to help faculty and administrators get more ability to adapt to new environment is essential to promote the universities' performance. It is necessary to explore if traditional knowledge management system is suitable for digital era's universities, and how to enhance the human capital value by knowledge management.

Some research present that the core of performance management (PM) are transferring from organization to individual. Recognition theory is used to explore acknowledgement of workers' contributions to PM [71]. The changes of individual needs and circumstances make it necessary to pay more attention to respect and explore and develop employees' potential ability, which is important to organization performance [67]. Employee empowerment, as a leader pattern, could contribute to motivate employee getting better performance [70]. Teaching and administrative staff in university belong to knowledge group, whose working need both standard and flexibility. In digital era, if and how employee empowerment motives them would be worthy exploring.

Disruptive technologies have affected higher education in various aspects [36]. Technology brings great change in the educational system, including re-structuring the teaching materials, the efficiency of education, change of the communication, and development of the common knowledge [36]. These changes would give faculties more and different opportunities to participant. Digital transformation maybe an effective management pattern to help university approach technology challenges in a systemic, integrated way.

Knowledge management, employee empowerment and digital transformation would be three important factor to get higher performance in digital era for university. Knowledge management could affect employees' ability; employee empowerment could affect employees' motivation; digital transformation could affect the opportunities of participation. more, if and how these

three factors interweaving and affecting each other could set up an HPWS in universities may be worthy studying.

(3) This paper would present an research on cross-fertilization between the disciplines of HRM and public management (PM). University could be considered as the public sector domain because it could create public value [12]. Boselie et al. presented that employee working in public sector domain, such as teacher, has special needs because of sector-specific characteristics [12]. Future research on HRM in the public sector domain is a further theorization based on sector specificity requires the inclusion of sector-specific characteristics such as professionals, teachers in schools [12]. The paper would explore university performance management by AMO theory of HRM. At the same time, choosing knowledge management, employee empowerment and digital transformation as essential factors of AMO, which could reflect sector-specific characteristic of context.

1.3 Research questions

- (1) What is the impact of knowledge management, employee empowerment, digital transformation on the relationship between human capital and organization performance in university context?
- (2) What is the mechanism of interaction between human capital, knowledge management, employee empowerment, digital transformation and organizational performance.
- (3) How to integrate the three factors, knowledge management, employee empowerment, and digital transformation, together to produce more performance for organization in Chinese private university context?

1.4 Research objectives

- (1) To identify if knowledge management, employee empowerment, and digital transformation have positive effect on the relationship between human capital and organization performance in Chinese private university context.
- (2) To identify if knowledge management, employee empowerment, and digital transformation integrated together could enhance organizational performance in Chinese private university context.
- (3) To struct a high-performance work place (HPWS) by knowledge management, employee empowerment, and digital transformation on the basis of AMO theory for organizational performance in Chinese private university context.

2. Definitions of terms

2.1 Human capital

The definition of human capital is various to different scholars. Mincer first presented the concept of human capital as an explanation for income inequality [58]. Becker developed human capital theory, further studied the value of education, and discussed that people attempt to receive a compensation for their investments in human capital [9]. Critical knowledge, skills, abilities, and other characteristics (KSAOs) could be key elements of HC [11]. These definitions of HC prefer individuals.

To organization, human capital can be referred to an investment. In fact, the costs of this investment are provided for future use. Therefore, the learning organization chooses the investment in individuals, because people are valuable human capital with different qualities [14].

2.2 Knowledge management (KM)

Knowledge management (KM) has been defined from different perspectives by different

scholars. Some scholars defined it from the goal and results perspective. Wiig defined it as a systematic, explicit and deliberate building, renewal and application of knowledge to maximize a firm's knowledge-related effectiveness and returns from its knowledge assets [77]. Wang et al. [76] researched KM from KM strategy angle, and presented that KM mainly focus capturing, distributing and effectively using knowledge [35][46], and strategy can be regarded as the overall guideline to harvest and leverage knowledge for multiple business objectives [23][78]. Some scholars follow with interest the processes of KM. Krogh refer to identifying and leveraging the collective knowledge in an organization [44]. Arntzen et al. defined KM as an organized and systematic approach encompassing knowledge processes such as creation, usage, storage, sharing, transferring and retrieving knowledge in order to improve business performances [4]. Hasani & Sheikhesmaeili pointed that KM is a process that enables organizations to formulate ways in the effort to recognize and reserve knowledge assets in the organization obtained from the staff of different sectors or colleges [31]. Masa'deh et al. emphasized KM process, including knowledge identification, knowledge creation, knowledge collection, knowledge organization, knowledge storage, knowledge dissemination, knowledge application [54]. According to my research context, knowledge acquisition, knowledge sharing, knowledge creation, knowledge application could be the main variables.

2.3 Employee empowerment

Employee empowerment has different definition from different researches. Some scholars defined it from the objective perspective. Herrenkohl et al. thought it refers to employees being more proactive and self-sufficient in assisting an organization to achieve its goals [33]. Lashley presented this concept comprises the achievement of organizational objectives which are attained through the involvement of all employees within the organization irrespective of their position or rank in the decision-making process and compelling them (i.e., employees) to accept full responsibility for work satisfaction [45]. Others emphasize the organizational atmosphere or environment that stimulates skill development and motivates increased contributions to the organization's success.

Some other scholars defined it from the process perspective. Champy regarded it as redistributing authority and control [17]. Vogt & Murrell gave operational definition that employee empowerment is instrument to assess management style as it relates to empowerment [73]. Herrenkohl et., al. presented working definition of it, that took into account both the workers' actions and the organizations' support for those actions [33]. They defined empowerment as a set of dimensions that characterize an environment's interaction with persons in it so as to encourage their taking initiative to improve process and to take action.

2.4 Digital transformation

Digital transformation is an emerging concept with the development of technology and internet in recent years. Many scholars give different definitions from different point of view. Liu et.al. defined digital transformation as the integration of digital technologies into business processes [49]. Bharadwaj et.al. considered it as an organizational strategy formulated and executed by leveraging digital resources to create differential value [10]. Lucas et., al. pointed that digital transformation is fundamentally altering traditional ways of doing business by redefining business capabilities, processes, and relationships [50]. Hess et., al. defined it that concerned with the changes digital technologies can bring about in a company's business model, which result in changed products or organizational structures or in the automation of processes [34]. Although there are many different definitions, it reaches an agreement that different from technology transformation, digital transformation pay more attention to management reform not only technology. Except technology, it is necessary to pay more attention to the transformation of managerial system.

2.5 Organizational performance

2.5.1 Organizational Performance

Organizational performance is the ability of the organization to access and handle various organizational resources in order to achieve its goals and objectives [64]. Heffernan & Flood stated that it is necessary to consider two critical points to clarify the definition of organizational performance [32]. The first one was the area of definition while the second was that of measurement. They considered that organizational performance should be broader based which include effectiveness, efficiency, economy, quality, consistency behavior and normative measures [63].

2.5.2 Performance of University

University belongs to knowledge-based organization. Spreading knowledge and creating knowledge are the main tasks to university. Cultivating talents by academics spreading knowledge and producing valuable research outcome by academics creating knowledge are the main missions to university. Therefore, teaching and researching are essential elements of university performance. The main fields of high performance in higher education institution including four aspects: (1) Efficiency of utilizing revenue. The revenue of university comes from governmental subsidizing, tuitions of students, endowment funds, and researching funds coming from institutions [40]. University belongs to non-profit-making organization. Stakeholders are more concerned if these funds produce satisfied outcomes. (2) Quality of talents cultivation. Teaching is one of the main function of higher education institution [40]. One of the most important performance of university is producing high-quality human capital and highly skilled labor force [41]. (3) Scientific research: Scientific research is the key element of excellent performance of university, which is of considerable significance to the country's innovation capacity [41]. (4) Community Service: It is an essential element in evaluation process of universities that clarifies the role of them in civil society service and its contribution to solving its problems.

3. The impact of knowledge management, employee empowerment and digital transformation on the relationship between human capital and organizational performance

3.1 The impact of knowledge management on the relationship between human capital and organizational performance

Knowledge is considered as a very important resource for competitive advantages of organization [76]. Some research verified that effective knowledge management has positive effects on human capital, especially to enhancing the level of the knowledge, skills, and other abilities of employees, which can raise the human capital value effectively. Mehralian, G., et al. pointed out that knowledge acquisition is the organization's ability to determine, organize, and obtain knowledge from external resources and is vital to its operational success [57]. It results in accumulating new knowledge and updating current knowledge, and therefore, plays a crucial role in developing human capital.

Knowledge management process would affect other aspects of individual and organization, which would produce impact on organizational performance. Tubigi & Alshawi studied the impact of knowledge management processes on organizational performance within the context of the airline industry (AI) [60]. The result showed that knowledge usage and transfer are the most influential processes that impact on organizational performance within the context of AI. Wang et., al verified explicit knowledge sharing and tacit knowledge sharing are positively associated with firm performance [74]. McCarthy & Milner pointed that effective knowledge transfer and communication from manager coaching would contribute to employees' career and

development. During this process, confidence, passion, and enthusiasm of employee would be strengthened, which is vital motivation to enhance organizational performance [56].

Proposition 1: Knowledge management, as a mediate variable, has positive impact on the relationship between human capital and organizational performance.

3.2 The impact of employee empowerment on the relationship between human capital and organizational performance.

Many research verified that employee empowerment could contribute to achieve organizational goals [33][61]. Bartol pointed that empowerment could cause increase of productivity, performance and job satisfaction because of confidence making, participation in decision making, and elimination of the border line between management and employee [6]. Zhang carried an empirical study by investigating a large information technology company in China and verified that empowerment would influence both intrinsic motivation and creative process engagement, which are the critical factor of organizational performance [79]. Jalal Hanaysha verified that employee empowerment has a great positive effect on organizational commitment in Malaysian higher education context, which is contribute to favourable organizational outcomes [38].

Proposition 2: Employee empowerment, as a mediate variable, has positive impact on the relationship between human capital and organizational performance.

3.3 The impact of digital transformation on the relationship between human capital and organizational performance.

Many research verified that digital transformation could create positive impacts on value creation [75], operational Efficiency [29][39], creating competitive advantage [55]; improving relationships [55]; which would contribute to create excellent performance in digital era.

Some empirical study verified the impact of digital transformation on employees and performance. Caputo et., al. verified Big Data is a complex set of tools that improve human resources' ability to read available data about specific dynamics and domains, which contribute the firm's improving performance by Human resources' organizational behaviors [16].

Proposition 3: Digital transformation, as a mediate variable, has positive impact on the relationship between human capital and organizational performance.

3.4 The moderating impact of knowledge management

Hasani & Sheikhesmaeili investigated the relationship between knowledge management and employee empowerment in institutions of higher education [31]. The results from the study show that knowledge management could affect employee empowerment from meaningfulness, competence, autonomy, effectiveness, and trust. In addition, knowledge management predicted the aspects of employee empowerment in institutions of higher education. McCarthy & Milner verified that effective manager coaching would contribute empowerment. Their study reflects that coaching could help employees see how their work contributed to the organizational goals and they could then decide how best to perform their work [56].

Proposition 4: Knowledge management could strengthen the positive impact of employee empowerment on the relationship between human capital and organizational performance as a moderator variable.

Digital technology and digital capability are main drivers of digital transformation. Human capital need more new knowledge, skills, and ability to adapt these changes to create excellent performance during the digital transformation process. Effective knowledge management contribute employees to improve new knowledge, skills and capability.

Knowledge management contributes employee to accept changes of strategies, business model, and processes during digital transformation process. McCarthy & Milner presented that managerial coaching could enhance employees' willingness to take risks, try new things, to cope with change and indeed to become agents of change themselves [56]. One of the main challenges of digital transformation is employees' resistance because of the changes and risks brought by it. Effective knowledge management could contribute to improve employees' mind and ability to face the challenge.

Digital transformation has positive impact on organizational performance; however, it is difficult to realize these positive objectives in practice. Some researchers pointed that there are risks and negative outcomes [21,[51] in digital transformation. One of the reasons is misuse the information and technology. Misunderstanding the new strategies, models, and operation processes is another reason. Effective management would help acquiring, sharing, and using internal and external information, which contribute employees to know and understand the changes of strategies, business model, and processes, avoiding to misuse and misunderstand. Proposition 5: Knowledge management could strengthen the positive impact of digital transformation on the relationship between human capital and organizational performance as a moderator variable.

3.5 The moderating impact of employee empowerment

Employee empowerment plays an important role in learning process [17]. Employee empowerment emphasizes the organizational atmosphere or environment that stimulates skill development and motivates increased contributions to the organization's success. When individuals are empowered, they begin to take extra responsibilities to solve organizational problems by learning new skills in their jobs [1], which will eventually lead to them being more competent. Successful performance improvement may not only depend on how work is organized, and the skill of the worker, but on the willingness of employees to convert tacit knowledge of the work process into continuous process improvement and innovation [18]. Employee empowerment is an effective management practice to promote participation [66] and self-motivation. [69]

On the other hand, employee empowerment has been verified critical to successful knowledge management implementation [1], [8], [59]. The sense of ownership from employee empowerment contributes to effective creation and sharing of knowledge in the overall aim of the organizational knowledge management system. Through empowerment, employers can value their employees' expertise and help them communicate their knowledge by creating ways to capture, organize and share knowledge [53]. McCarthy & Milner verified that empowerment could contribute to employee to build confidence in their decision making and avoid dependent on coaching managers, which could have positive effect on knowledge acquiring [56].

Proposition 6: Employee empowerment could strengthen the positive impact of knowledge management on the relationship between human capital and organizational performance as a moderator variable.

Seldom literatures research the relationship between employee empowerment and digital transformation. However, it is identified that human resource management model and practice should be modified, which is one of the critical factors to successful digital transformation. Employees would feel disturbed and unsafe because of the changes and challenges coming from digital transformation. Employee empowerment could contribute to strengthen employees' confidence to face difficult tasks and willingness to undertake the risk [56].

Proposition 7: Employee empowerment could strengthen the positive impact of digital transformation on the relationship between human capital and organizational performance as a

moderator variable.

3.6 The moderating impact of digital transformation

Firstly, digital transformation contributes to information technology and system develop, which would improve knowledge management efficiency and success. Information system is considered as an important element to successful knowledge management. Information technology plays more important role in knowledge management during the knowledge-explosion era. Savary insists that an effective information systems infrastructure is necessary for the organization to implement the knowledge management process [65]. Davenport et al. point out two most critical factors for the successful knowledge management project, one is the establishment of a broad information systems infrastructure based on desktop computing and communications [20]. The second is being the utilization of the network technology infrastructure such as the Internet, Lotus Notes and global communications systems for effective transfer of knowledge. Despres & Chauvel report that knowledge bases and Intranets are the most popular ways of implementing knowledge management [22]. It has helped an organization to manage and leverage its knowledge systematically and actively [68].

Secondly, digital transformation contributes to create knowledge-based culture, which is essential to successful knowledge management. Digital transformation needs not only technology development but also continuous improvement of culture and process. The main obstacle of knowledge management lies in persuading people to give up their knowledge to a central repository, and in building a culture in which knowledge can be effectively exploited. Digital transformation also needs to build knowledge-based culture, encouraging employees continuous to acquire, share, and apply new knowledge and practical processes, which would contribute them to adapt to new circumstances. So, it is conducted that successful digital transformation would contribute to successful knowledge management practice.

Proposition 8: Digital transformation could strengthen the positive impact of knowledge management on the relationship between human capital and organizational performance.

There are little literatures about the impacts of digital transformation on the employee empowerment. According to the impact of digital transformation on employees, it could be deduced that digital transformation would impact employee empowerment on the following aspects:

(1) Digital transformation would arouse more employee empowerment. Digital transformation would produce new workplace, which would transform organizations and the corporate culture in particular through mobility and collaboration spaces. Employee empowerment is an effective management practice to resolve these emerging problems.

(2) Digital technology contributes effective employee empowerment. Digital transformation is considered as an effective method to improve performance; however, it is difficult to achieve it in practice [25]. One of the reasons is that it is difficult to monitor real performance of individual. Caputo et al. carried an empirical study using the structural equation modeling (SEM) and verified that firms' investment in Big Data would produce mediated effect on the relationship between human resources' organizational behavior and the firms' economic performance [16].

Proposition 9: Digital transformation could strengthen the positive impact of employee empowerment on the relationship between human capital and organizational performance as a moderator variable.

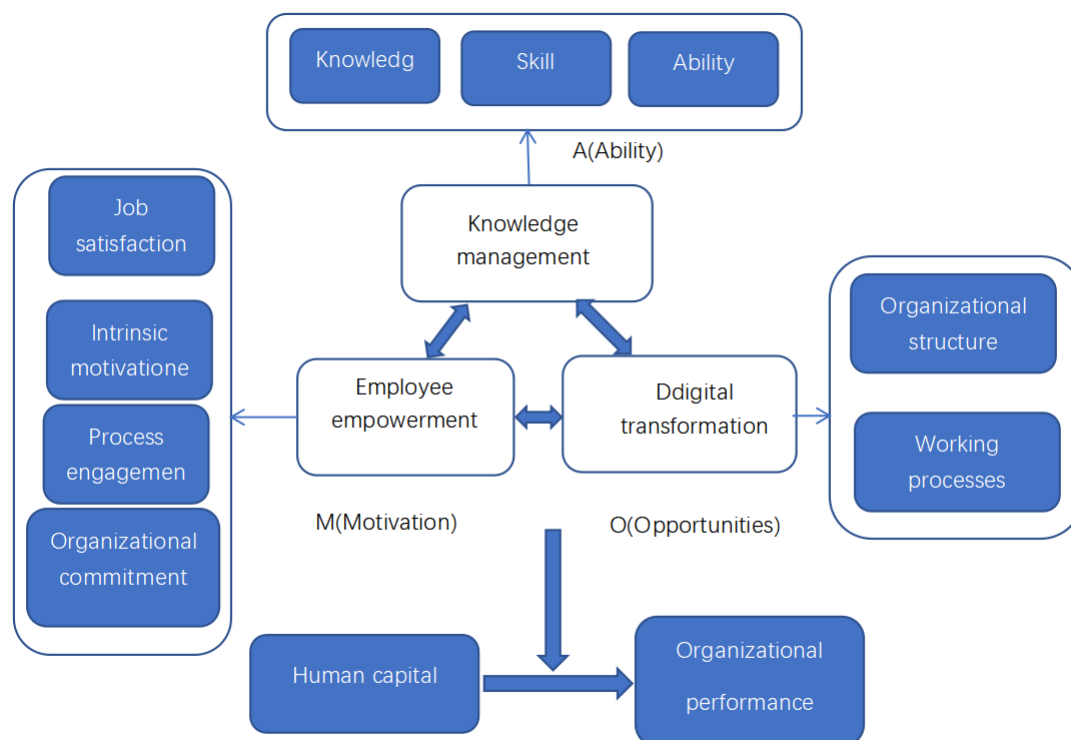


Figure 1 the impact of knowledge management, employee empowerment and digital transformation on the relationship between human capital and organizational performance

4. Significance of the study

4.1 Exploring the changes of relationship between human capital and organizational performance in digital era and finding some emerging variable factors influencing it.

Many literatures have verified that human capital have positive effects on organizational performance. However, degree of the impacts is different in different organizations and industries. Many factors, such as such the stage of the career path [30], the form of employment [72], the type of human capital [24], would being moderators affecting the impacts. In digital era, great changes are emerging in many fields. Individuals' needs, meaning of organization, and the relationship between employee and organization have been different from past years. It is necessary to explore the mechanism of human capital transforming to organizational performance in new era. Finding emerging variable factors influencing the relationship would contribute to take effective measures to improve the performance.

4.2 Integrating AMO theory with practice, exploring effective human resource management theory and practice to maximize human capital values and promote performance in higher education institution in digital era.

Higher education institutions are belonging to human-capital-concentrated field. The organizational performance is affected more by the initiative of the faculty. AMO theory has been verified to be an effective motivation theory, however limited empirical studies are carried in higher education institutions. The research would contribute to explore more effective motivation management and performance management practice for higher education institution in digital era.

5. References

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Consumer new behavior in update factors on Chinese-based social media Weibo: consumer engagement in online marketing

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Abstract

Consumer engagement is an important issue because it can foster a strong form of brand engagement, which is critical for brands in the modern SM world. This study aims to analyze the performance of consumer engagement in online marketing. It is mainly to analyze the new behavior of consumer engagement different from those in the past. In September 2020, the number of active Weibo users reached 224 million. The majority of Weibo users were born in the 1990s and the post-2000 generation, which accounted for nearly 80%. Weibo users showed a trend of younger age. Consumer engagement on microblogs is also diversified, such as attention to government affairs, idols, entertainment, life and online marketing. The research finds that under the brand management concept of “consumers, products and Internet”, many brands in China encourage consumers to participate by building brand value co-creation platform and brand Intellectual Property, and successfully convert consumers into brand value co-creators and guide their brand value co-creation. In my research, I choose in-depth individual interviews with regular Weibo users (i.e., those who checked Weibo seven or more times per week) who followed at least one brand account for the qualitative stage. Through the analysis and investigation of this paper, we can have a deep understanding of the current Weibo users' consumer new behavior.

Keywords: consumer engagement, online marketing, Sina Weibo. consumer new behavior

1. Introduction

In 2017, the number of monthly active users in Twitter reached 328 million. In 2020, Sina Weibo monthly active users increased by 550 million, a year-on-year increase of 85 million, and daily active users increased by 241 million, a year-on-year increase of 38 million.

Consumer engagement is receiving increasing attention in recent marketing literature. Heralded by a key research priority [1], the concept has been the subject of a number of special issues in international academic journals (i.e., *Journal of Service Research*, 2010; *Journal of Strategic Marketing*, 2010; *Journal of Product and Brand Management*, 2014).

Consumer engagement is an important issue because it can foster a strong form of brand engagement, which is critical for brands in the modern SM world. The unique advantages of micro-blogging, such as immediate communication, information sharing, community interaction and interpersonal ties, render it an ideal platform for information dissemination in addition to facilitating interaction between firms and consumers [2]. Consumer satisfaction toward micro-blogging and its identification with enterprise image can influence consumer participation intention through commitment, trust and sense of community [3]. Social media brand platforms have become a popular means for engaged consumers to share information and experiences with brands and other consumers. However, empirical research on how consumer engagement (CE) relates to consumers' sharing intentions with the brand is limited [4].

Because of the powerful media influence of Weibo, many businesses have been using Weibo to promote their brands and enhancing the brand engagement of users. Brand relationship and brand community are key antecedents of consumer brand engagement.

The closer the user participation, the higher the brand loyalty, the more the brand will be promoted to other users. Now many literatures of micro-blogging is focused on twitter, some research does not limit the brand, and according to Carlson [4], to gather further insights, the samples of this study comprise consumption experiences measured at a single point in time (i.e. cross-sectional) from many different brand categories on the Weibo social media platform. However, no analysis of specific brand categories was conducted in this study. Consequently, further investigation should be done in larger studies of brand categories, such as fashion, tourism, professional services, airlines and other industries, could be undertaken to determine industry and context-specific insights in this area. Furthermore, given the dynamic and possible temporal nature of consumer engagement dimensions, longitudinal research could be used to further explore the development of consumer engagement with brand interactions over time.

For example, the cosmetics industry in China develops rapidly and has become a new consumption hotspot. As China has lifted restrictions on the import of cosmetics, international cosmetics giants are accelerating their expansion into the Chinese market, and local brands are suffering huge external impacts. Both Chinese and foreign brands need media platforms (Such as Weibo) to establish a good relationship with users.

This paper will focus on the study of users, through the questionnaire survey method, in-depth interview method of users in the network marketing to participate in in-depth research. The research platform is mainly based on Weibo. Through in-depth analysis and research of user participation behavior, analysis of the interaction between enterprises and consumers, through the establishment of a more intimate brand-consumer relationship, as well as more brand experience to gain brand growth.

2. Theoretical background

2.1 Drivers of engagement

Wirtz et al. [5] thought that online brand community engagement is triggered by a number of drivers, which derive from brand-related, social, community value, as well as functional aspects of online brand community membership.

First, “the relationship with the focal brand” it seems to give impetus to consumer engagement in the community. By relating to the brand and what it stands for, online brand community members feel closer to the rest of the community around it [6]. Participants expressed congruence between their own values and those of the brand, which provided a ground for relating to the community.

Second, “benefits or value gained from online brand community” participation also enhance the affect, cognition and behaviors of members. These benefits can be related to the informational or entertaining quality of the content posted on the online brand community, communication facilitation, or the explicit monetary incentives, such as deals, sweepstakes or coupons [5] and [7].

Last, structural elements of the community also impact engagement. An emergent theme in the interviews refers to the community size, as showed by Laura, who clearly expresses intention to become less engaged as the size of the community increases [8].

2.2 Outcomes of consumer engagement

Outcomes of consumer engagement is about the impact of consumer participation, satisfaction

and habits, as well as mutual co-promotion, brand loyalty and so on. Satisfaction and habit have a significant influence on micro-blogging continuance intention. Whereas users' micro-blogging habits are developed by two key factors – satisfaction and frequency of past behavior – that are further determined by social presence and social network centrality [9].

Consumer loyalty to the brand is activated in a number of different ways through interactions with the brand and other online community members. Loyalty can be sustained simply through positive online interactions by deciding to step up as a brand defender in the face of negative content [10] or by receiving positive consumer care from the brand after a negative experience. After reading the references on consumer brand engagement, that those literature says we need more research on these conceptual issues. And that the literature says context might have an impact on results, so that we need to look at different contexts (In my research the context is Weibo) to figure out why the differences.

3. Research questions

1. How brand-relationship and brand community affect consumer engagement.
2. How consumer brand engagement affect brand loyalty on Chinese Weibo. (I will focus my research on consumer)
3. Through consumer engagement, how brand-related and brand loyalty affects brand loyalty and co-promotion.

4. Research objectives

1. To identify how do enterprises use Weibo to enhance user loyalty.
2. To identify the relationship between consumer brand engagement and co-promotion.
3. To identify if that the more users are involved, the more loyal they are to the brand. Whether the form of user participation will enhance mutual cooperation.

5. Research Hypothesis

H1 : There is a positive relationship between brand-related (brand identification, brand satisfaction, brand trust) and consumer engagement on Weibo.

Several researchers have been studied and support the effect of brand-related to consumer engagement.

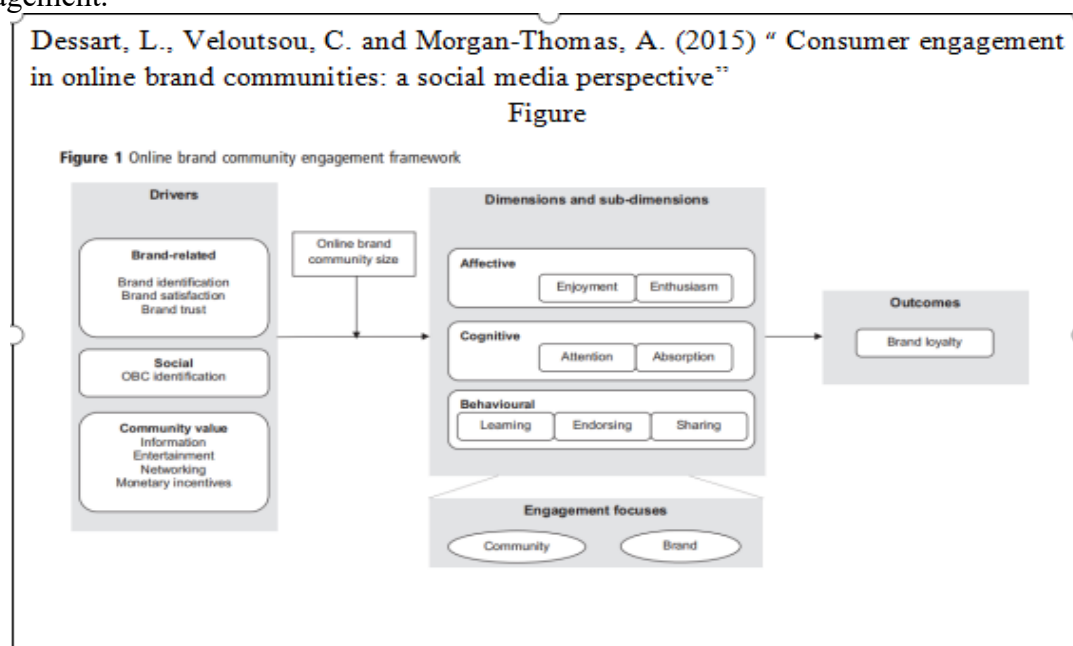


Figure1. Online brand community engagement framework [10].

H2: There is a positive relationship between brand community (For example, a small circle of common interests established by an opinion leader) and consumer engagement on Weibo.

H3: There is a positive relationship between consumer engagement and brand loyalty. Many literatures analyze the relationship between consumer engagement and brand loyalty. But a lot of foreign literature is based on twitter, not weibo. In China, more and more enterprises are using weibo for product promotion. The closer the relationship with the consumer, the more can promote consumer loyalty.

H4: There is a positive relationship between consumer engagement and co-promotion.

Read, W., Robertson, N., McQuilken, L. and Ferdous, A. (2019), Consumer engagement on Twitter: perceptions of the brand matter, *European Journal of Marketing*

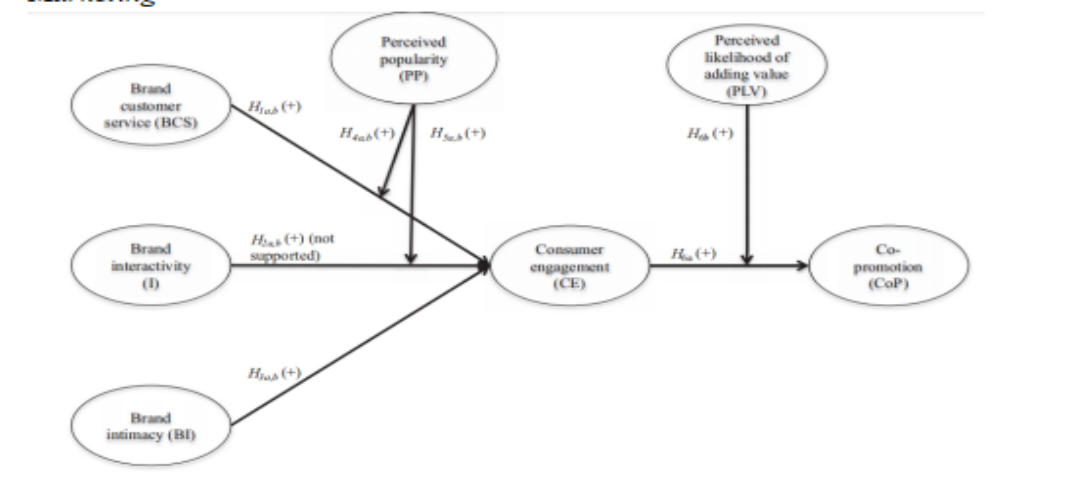


Figure2. A theoretical framework of consumer engagement on Twitter [15].

H5: Brand loyalty partially mediates between consumer brand engagement and co-promotion.

At the same time, enterprises will also provide more platforms for those loyal users to cooperate with each other. For example, let the user to publicize, or even give loyal users a job.

H6: Better consumer engagement can mediate relationship between brand community and co-promotion.

When people trust this brand more and more, the higher the loyalty is, the more willing they are to take the initiative to participate in the publicity activities organized by the enterprise. The communication between the user and the brand will become more complex as the user involvement deepens.

As users gradually become aware of their owners, they will translate their loyalty to a brand into promotion of the brand, such as introduction to people around them.

Weibo, which now has a large user base, facilitates brand communication and mutual co-promotion. Deep brand cooperation means that the brand will penetrate into every corner of the user's life.

6. Conceptual Framework

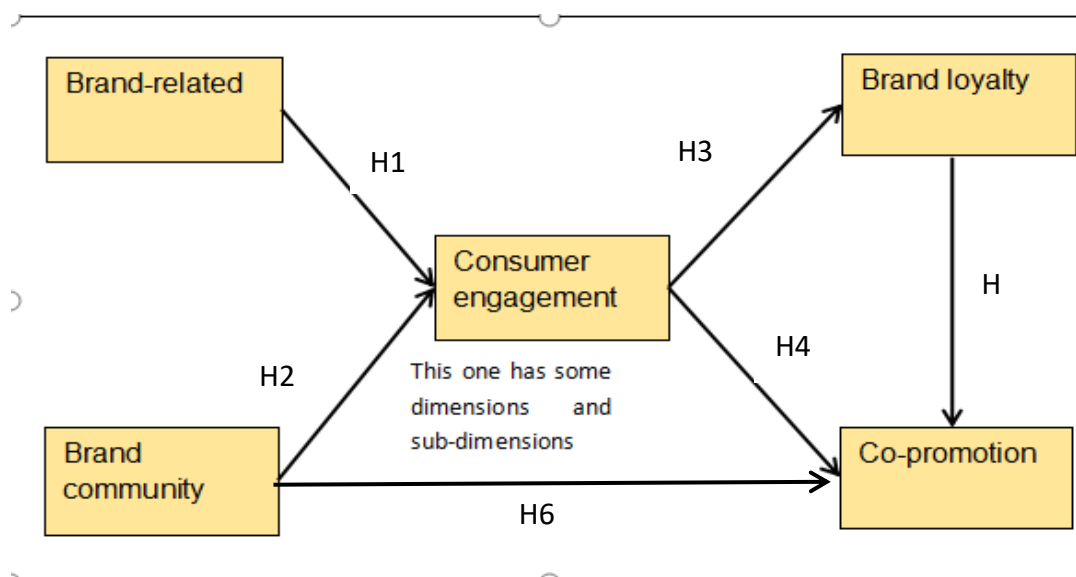


Figure3. Conceptual Framework

7. Definitions of terms

7.1 Consumer engagement dimensions

Although effort has been devoted to understanding consumer engagement over the past five years, this study has significantly advanced this understanding by demonstrating the need to consider the configurational effect of four CE dimensions – focused attention, absorption, enthusiasm and interaction [4].

Together with two key cognitive structure properties, including a consumer's level of brand knowledge and avant-gardism, on sharing intentions with the brand in social media, rather than considering net-effects only.

7.2 Drivers of engagement

Antecedents of engagement is about factors that affect consumer engagement. Expanding conceptualizations by Wirtz et al. [5], data reveal that online brand community engagement is triggered by a number of drivers, which derive from brand-related, social, community value, as well as functional aspects of online brand community membership.

Participants expressed congruence between their own values and those of the brand, which provided a ground for relating to the community.

7.3 Outcomes of consumer engagement

Outcomes of consumer engagement is about the impact of consumer participation, satisfaction and habits, as well as mutual co-promotion, brand loyalty and so on. Satisfaction and habit have a significant influence on micro-blogging continuance intention.

Whereas users' micro-blogging habits are developed by two key factors – satisfaction and frequency of past behavior – that are further determined by social presence and social network centrality.

7.4 Social media brand community

Community identification will be more important than recognition for those with a low level of self-efficacy because the need to affiliate dominates their engagement. Finally, regarding the moderating role of Social Media Brand Community (SMBC) type in the relationship between recognition and consumer engagement, the hypothesis was not supported.

The possible explanation is that consumers in utilitarian Weibo fan pages might be more inclined to read posts than reply, making the experience of recognition less important for their engagement [11].

7.5 Brand-related

Brand-related is one of the drivers of consumer engagement. Another key observation emerging from the data concerns the interplay of online brand community engagement with other phenomena.

Expanding conceptualizations by Wirtz et al. [5], data reveal that online brand community engagement is triggered by a number of drivers, which derive from brand-related, social, community value, as well as functional aspects of online brand community membership [10].

7.6 Consumer engagement

Although extant literature shows that consumers who engage with a social media platform through focused attention, absorption, enthusiasm and interaction are likely to form sharing intentions, these CE dimensions, and potentially related unique gestalts of them, are possibly sufficient but not necessary predictors of sharing intentions.

According to the earlier argument concerning the configural impact of CE dimensions [12] and the likely existence of subgroups of social media consumers with certain patterns of CE dimensions, consumers possibly demonstrate the same levels of sharing intentions [4].

7.7 Brand loyalty

Emotional engagement implies positive emotional feelings (e.g. “happy” or “proud”) toward the brand during the process of consumers’ interaction with the brand [13].

These feelings will lead to a sense of affective commitment, which can help prompt consumers’ brand loyalty [14]. Third, consumers’ behavioral engagement is manifested by various behaviors in association with the focal brand, such as word-of-mouth, recommendations, feedback, value co-creation and so on.

7.8 Co-promotion

Ibrahim et al. [16] further indicated that most consumer brand mentions on Twitter are either neutral or positive, suggesting that many such tweets are an opportunity for co-promotion.

Therefore, the key consumer engagement outcome examined in our study based on the findings of the depth interviews, prior literature and that which intuitively made sense was consumer co-promotion.

Although conceptually similar, co-promotion is broader than traditional positive word of-mouth, which has been defined as positive informal communications between consumers about the ownership, usage and/or characteristics of particular brands [17].

Such co-promotion on social media reflects the joint efforts of two actors – consumer and brand – where one creates a brand-related message and the other shares it with their followers [18].

Co-promotion is about consumers and brands working together to promote brands, which can foster and nurture a positive emotional connection between the two. It is, therefore, important for brands to highlight that consumer feedback is listened to and acted on, and to publicize instances where consumer input has helped them.

Brands should also publicly thank followers for such support, including rewarding their efforts and tweeting about them to other followers.

For example, when consumers tweet about their brand experiences, the brand can then retweet this message, using it as a promotional tool to amplify the message [19]. Similarly, if a brand makes an announcement on Twitter, a consumer follower could retweet it to their followers. Co-promotion is thus an expansion of more traditional word-of-mouth [20].

8. Research gap

At present, a lot of research has been done on social media such as Twitter or Facebook. But China's social media, Weibo, is playing a big role these days. Despite pervasive use of Weibo, the customer new behavior in update factors on Chinese-based SM networks remains understudied. Therefore, the impact of cognitive and affective attitudes on users' engagement behavior on social media platforms is an area for future research.

9. Research Methodology

In my research, I choose in-depth individual interviews with regular Weibo users (i.e., those who checked Weibo seven or more times per week) who followed at least one brand account for the qualitative stage. Because many of my friends, colleagues and students are using Weibo, it is very easy to interview Weibo users who followed at least one brand account. As I work in a university, the sample is not universal if I only interview people around me, so I want to look for some interviewees in other industries and other ages who are using Weibo.

We cannot move on to quantitative research until we have a good understanding of the concepts. (Those concepts including factors that affect consumer engagement, consumer brand engagement, brand loyalty, co-promotion.)

We need mixed methods research, which uses qualitative research to develop better understanding of concepts and to get measures for the concepts.

The qualitative research is followed by quantitative survey research so that results can be generalized. We need data in both stages from the companies which use Weibo to encourage consumer engagement and consumers.

9.1 Qualitative stage

Now in China, it is very common for companies to use new media to promote and publicize their products. Companies also attach great importance to pushing some messages on Weibo, or carrying out lottery activities of some products.

Official Weibo is also an important channel for enterprises' public relations. The official microblog can make users feel that this brand is no longer remote, but around the consumers, which is friendly and good for communication.

I want to know the real mentality of these weibo users through interviews. In-depth interviews should be conducted with users who keep using microblogs every day. What kind of attitude will these consumers have when they see the enterprise's microblog? What content related to the brand will promote consumers to take action?

9.2 Quantitative stage

At present, my preliminary idea of questionnaire design is to send the questionnaire to active users of the brand's Weibo. Questions 10 to 20 are based on the user's motivation to choose a certain brand. These brands can be related to life, such as food and daily necessities. Then select those users who have a strong cooperative relationship with the brand and conduct a second questionnaire survey. After this check, with some possible modification, we can have a pilot of about 20 respondents for each questionnaire version (consumers) to check reliability of the measurement for each concept. There may still be some revision. Then I have the final

questionnaire ready for the survey.

The survey sampling will start with students determined as regular Weibo users that followed at least one brand on Weibo. Convenience sampling will be used, following the same way as for the qualitative interviews.

I plan to conduct a quantitative survey by issuing questionnaires on the Internet and collect the number of questionnaires as much as possible. Only by issuing questionnaires on the Internet can we ensure the diversity of samples collected, rather than targeting representative groups such as college students.

10. Significance of the study

To develop better understanding on how users build relationships with brands through weibo. And develop better understanding the role of microblog in the process of individual socialization. Personal network socialization refers to the better promotion of the relationship between users and users, and the relationship between brands and users through Weibo.

To help enterprises to understand consumers' information needs and experience needs in the network society created by Weibo. In order to build a more harmonious relationship between enterprises and users through Weibo.

11. Anticipated contribution

This study analyzes the consumer engagement behavior in online marketing, especially the new behavior in update factors on Chinese-based social media Weibo. Based on the microblog platform in China, in-depth analysis of consumer engagement behavior is carried out. This study will focus on the analysis of the enterprise through online and offline activities with fans, product users and brand advocates as the main consumer interaction to achieve brand value co-creation. At the same time, this study will analyze the construction and improvement of the consumer-centered brand marketing mechanism, brand consumer cultivation mechanism, multi-dimensional brand interaction mechanism.

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The Influence of Employee Empowerment Atmosphere on Work Constructive Deviant Behavior: The Moderating Variables of Spiritual Leadership

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Abstract

This article explores the relationship between authorization atmosphere and constructive deviant behavior. In this study, a total of 500 employees in Beijing were surveyed through model construction and analysis, using random sampling methods. SPSS is used to verify the reliability and validity of the scale, and perform correlation analysis, regression analysis, mediating effect analysis and adjustment analysis. The expected results are empowerment atmosphere has a positive effect on constructive deviant behaviors, organizational embedding plays an intermediary role between the empowerment atmosphere and constructive deviant behaviors, and spiritual leadership plays a mediating role between organizational embedding and constructive deviant behaviors.

Key words: Constructive Deviant Behavior, Empowerment Atmosphere, Spiritual Leadership

1. Introduction

1.1 Research background

No matter how successful a business has been in the past, failure cannot be escaped if it is unable to adapt to changes in the environment. The collapse of film overlord Kodak and mobile phone giant Nokia is a case in point. Both were once world-class companies, and when they were strong, no one could look back, but they ended up falling. Kodak and Nokia have adhered to the traditional thinking paradigm and institutional norms, so that the company has not kept up with the development of the times. Enterprise technology development could severely hindered by continuing previous successful management methods, which will be the vital cause of enterprises decay. In this situation, employees refuse to accept the default option, and it is essential to dare to break old and new. In academia, such behavior is known as constructive deviant behaviors. Constructive deviant behaviors is a violation of organizational norms that an individual takes initiative to promote the well-being of an organization or its members.

1.2 Research purposes

Jiang [1] stated that "Because as people become more aware, the discovery of an employee's performance also includes another important factor the individual's behaviour and ability, that is, behavioral performance." This behavior performance in the enterprise's employee performance appraisal cannot directly reflect but does exist in the employee behavior. Jiang [1] stated that "According to one of the characteristics of the conceptualization of constructive deviant behaviors, the concentration is altruistic and is an act that is derived in order to achieve the interests of the group concerned and is autonomous and voluntary." Therefore, the article explores the organization's authorized atmosphere on the employee's initiative through organization as an intermediary variable. And through the leadership style to adjust the promotion of this new behavior.

1.3 Research significance

Based on the active motivation model, this paper studies the mechanism of influencing the

constructive deviant behaviors behavior of employees by the authorized atmosphere in the Chinese context, and its theoretical significance is manifested in enriching the theoretical basis of the research on the effect of the Empowerment Atmosphere. In the past, the theory of social exchange mainly constructs the theoretical framework of the relationship between the authorized atmosphere and the employee's work behavior. This paper thinks that the support and help of the authorized atmosphere to the employee's trial and error behavior can help to promote the employee to have a strong "cause motive" risk to make constructive deviant behaviors behavior. Therefore, based on the active motivation model, this paper constructs a research framework for the influence of the authorized atmosphere on the constructive deviant behavior's behavior of employees, which provides a new theoretical perspective for the study of the influence effect of the authorized atmosphere Gao and Sun [2].

The intermediary conduction process and boundary conditions that influence employees' constructive deviant behaviors behavior by the empowerment atmosphere are clarified. Most of the research on the mechanism of the influence of the authorized atmosphere on employee's work behavior takes psychological capital as the intermediary variable. This paper holds that the embedding of the organization emphasizes the employee's "sense of possession" of the organization, and this sense of "ownership" will inspire the employee to volunteer to engage in active behavior. Therefore, based on the active motivation model, this paper embeds the organization as an intermediary variable to reveal the internal dynamic mechanism of their relationship.

By analyzing the influence of the Empowerment Atmosphere on constructive deviant behaviors behavior and using organizational embedding as an intermediate variable, analyzing the influence path of Empowerment Atmosphere on constructive deviant behaviors behavior. Analyzing the influence of each dimension in the Empowerment Atmosphere on constructive deviant behaviors behavior, the key factors influencing constructive deviant behaviors behavior in each dimension of the Empowerment Atmosphere are determined.

Explore how to empower employees based on their characteristics and abilities in management. Make employees feel fulfilled and flexible at work. This behavior may lead to positive innovation and change in the organization. This creates a long-term development of the organization group.

2. Literature review

This chapter will introduce the concepts used and look through the literature of the past to provide the theoretical basis for the article. Take the theory of social embedding, the theory of personal environment matching, and comb through the literature of the past to provide a theoretical basis for the four variables of Empowerment Atmosphere, organizational embedding, spiritual leadership and constructive deviant behaviors behavior.

2.1 Empowerment Atmosphere

2.1.1 Conceptualization

According to the study, it can be concluded that in an organization with a high level of empowerment, because of the high level of information sharing in the organization and the opportunity for employees to participate in decision-making, this phenomenon indicates job autonomy within the structure and policies of the company are to encourage employees to achieve results, thereby enhancing the decision-making ability and performance of the organization's employees, and thus have a positive impact on the management of the delegation of authority.

This paper collates the past literature and adopts the concept put forward by Seibert [3]. The empowerment atmosphere is defined as the common perception that the enterprise uses organizational structure, policies and management measures to support the employee's work and empower the employee by allowing the agent to perform a certain range of work activities in the agent's name.

2.1.2 Dimension

The information-sharing dimension refers to providing information about the company's operations, such as cost, output, profit, cost, budget, market share, capacity, non-performing rate, scrap, etc., to the company's colleagues to understand. One of the primary purposes of delegation is to reduce unnecessary communication and delegate many decisions to front-line employees to improve the speed and quality of decision-making. Seibert [3] state that "However, if the organization is to put front-line employees in charge of decision-making, it must give employees the same information to enable supervisors to make decisions, otherwise, in the absence of information, employees will lack the motivation to risk making decisions and not be able to make good decisions."

Cross-border autonomy dimension refers to the organization's ability to define a clear company vision for employees and then assist them in transforming the company's vision into an individual's goals, role work procedures, and job responsibilities in order to promote empowered employees' autonomy within their work. The lack of a clear scope for organizational development empowerment often leads to confusion due to employees abusing their authority. Therefore, in promoting empowerment, assist employees in developing values and work principles so to reach their potential under the guiding principles Seibert [3].

Finally, the team responsibility dimension emphasizes the importance of the team, including making employees aware that the team is the core of decision-making power and performance responsibility. "Teams are important to empowerment because empowered teams can do more than authorized individuals, especially in a competitive and rapidly changing environment where the team can bring a wide variety of ideas and experiences in the event of complex problems." by Seibert [3].

This article will select the three-dimensional model developed by Seibert [3] to measure the licensing climate. The information sharing dimension refers to the company's disclosure to employees of important information or related information related to the operation of the business. And the company shares this important information, cross-border autonomy dimension refers to authorized employees can work within the scope of their own efforts to understand the role of work procedures and work responsibilities. Team responsibility allows employees to perceive that team is at the heart of decision-making power and performance responsibility. The organization continuously communicates the importance of the team to employees to understand and clear the core position of the team in decision-making. These three dimensions are split to explore the impact of the licensing climate on employee behavior.

2.2 Organizational Embedding

2.2.1 Conceptualization

Considering that work embedding is a synthesis of opinion correlation in the organization, Chinese researchers believe that the network established at work is closely related to the individual and internal work environment Song [4]. The "employee" is a node closely related to the individual and the internal work environment. Impact on employee-enterprise relationships When employees have diverse connections with people in the organization and community, the organization or community can make a good match with employees.

Song [4] state that employee extensive contact with the work and leaving will bring a lot of sacrifices, employees will actively participate in the current work, so most of the concept of Organizational Embedding is accepted by scholars. Simply put, Organizational Embedding can be a measure of how embedded employees are in all aspects of the company as a whole.

2.2.2 Dimension

At present, there are many kinds of dimensional division work embedded. More commonly used is the dimension division proposed by foreign scholar Mitchell, respectively, organization connection, organization matching, organizational sacrifice. Embedding within a profession can be understood as a micro measure, while community embedding is an embedding of macro-corporate formation as a whole. According to Wang and Shi [6], organizational embedding includes structural embedding and relational embedding in both dimensions.

In this paper, Mitchell [5] state that is selected in three dimensions, namely, organizational connection within the organization, organizational matching, and organizational sacrifice. That is, the degree to which an organization's connection refers to the closeness of an employee's formal or informal relationship with others in the organization. Organizational matching refers to the compatibility or comfort an employee feels in the organization. The organization sacrifices the perceived material and psychological benefits that employees perceive when they leave their posts.

2.3 Spiritual Leadership

2.3.1 Conceptualization

This paper finds that these scholars have something in common with the conceptualization of spiritual leadership: first of all, spiritual aspects. Fry [7] believe that spiritual leadership is a kind of leadership designed to meet people's high-level self-worth realization needs not just to meet people's low-level material needs. Spiritual leadership stimulates people's inner motivation by meeting their highest spiritual needs.

Fry [7] state that incentives for intrinsic motivation can encourage people to constantly gain the motivation to work hard, which in turn can have a positive impact on individuals, organizations, and society.

This paper integrates the previous conceptualization of spiritual leadership and refers to the concept put forward by Fry [7]. The conceptualization of spiritual leadership chosen in this paper is: spiritual leadership refers to the leader's inner motivation of others so that they can have a sense of spiritual existence based on mission and membership. These attributes can be a boost to people in the workplace, such as self-fulfillment and the meaning of life.

2.3.2 Dimension

Based on the theory, Fry [7] state that proposes three dimensions of spiritual leadership: organizational vision, hope/belief, and selfless care. Fry [7] state that spiritual leadership is three dimensions: vision, altruism, faith/hope, vision is an implicit or explicit commentary on why people should strive to create the future; Spiritual leadership is more of a form of leadership that focuses on the spiritual needs of the individual; it is an act that respects the desires and needs of subordinates and meets the spiritual needs of subordinates, thereby changing the leadership patterns of their behavior.

An organizational vision is a spirited leader who clearly plans and describes the company's prospects and demonstrates how to achieve the company's goal through words and deeds similar to the vision. It is clear that these company goals and specific tasks serve as a guide and motivation for employees to work for and contribute to the organization. Spiritual leadership

creates a clear and understandable vision that is passed on to subordinates, enabling them to develop a strong sense of presence and mission and helping organization members understand the planning and culture of their strategy.

Karadag [8] developed a scale based on Fry's 2005 theory of psycho-leadership and believes that spiritual leadership consists of two parts and five sub-scales.

In summary, this article assumes from the perspective of the completeness and scientific of the conceptualization of spiritual leadership. The three-dimensional division of Fry [7] state that spiritual leadership, namely vision, hope/belief and selfless care, has been widely used at home and abroad, and has been proven to have high belief reliability.

Among them (1) vision refers to the image of the future desire or goal, in the minds of employees generated a symbolical picture, will pull reality to the vision, (2) generous love is equivalent to tolerance, and values are unconditional, loyal, from the heart of care, love, appreciation of others. (3) Hope/belief means a desire to achieve an end, while faith refers to a firm belief and confidence in certain people and things. Therefore, this article selects the three-dimensional model.

2.4 Constructive Deviant Behaviors

2.4.1 Conceptualization

Che [9] state that on the characteristics of employees' constructive deviant behaviors. First, constructive deviant behaviors break existing rules, practices, rules and regulations and other express provisions, but also include including, values, etc. The source of the source of the rules is broad.

Second, constructive deviant behaviors are voluntary, is out-of-role behavior, the key to promote constructive deviant behaviors behavior is to motivate employees. Third, constructive deviant behaviors are intended to enhance the well-being of the organization or members, constructive deviant behaviors are in line with the supernormal, and destructive transgressions are subjectively different Che [9].

According to the above concept, the conceptualization of constructive deviant behaviors taken in this study is: voluntary behavior in which employees believe that existing norms are not in line with reality and use their actions to improve their original working methods and practices to meet customer needs and job requirements Li and Liu [10].

For example, research and development begin without leadership approval for employees to develop new products, which exceeds the company's process specifications but meets ethical standards.

2.4.2 Dimension

At present, there are few studies on the impact of employee constructive deviant behaviors on the organization, but there are still some studies on the causes. Galperin [11] state that employee constructive deviant behaviors behavior will be influenced by leadership, employee relations and organizational divide from the organizational level.

But by the built-in psychological factors of individual employees, employees as a member of the organization to explore this behavior is also of great practical significance.

This study explores Galperin [11] state that three-dimensional theory as a dependent variable and splits dimensions. The variable contains a total of three dimensions.

Among the three dimensions of constructive deviant behaviors behavior are: innovative constructive deviant behaviors behavior: refers to the behavior of innovative solutions that are directly beneficial to the organization and through the method of transgression.

The behavior of constructive deviant behaviors of people refers to the behavior of transgression against the development of individual members of the organization rather than the organization as a whole, and the act of challenging constructive deviant behaviors refers to the act of blatantly undermining existing organizational norms and rules but is conducive to the development of the organization Galperin [11].

2.5 Relationship between Variables and Research Hypotheses

Employee constructive deviant behaviors refers to the impact of the volunteer organization Empowerment Atmosphere of employees who actively break organizational rules in order to promote organizational well-being can be analyzed from three perspectives: first, cross-border autonomy includes the construction of a clear vision and sharing objectives, roles and processes, and encourages employees to act autonomously, which helps to promote the independence and influence of team employees, which in turn helps to enhance employees' sense of self-efficacy and power Li and Liu [10].

Finally, team responsibilities involve relying on management practices such as applying team responsibilities, team training, and team responsibilities to perform a wide range of tasks. "In summary, in organizations with a high level of empowerment, team members have greater intrinsic motivation and willingness to take responsibility and try new challenges as a result of more information sharing, structures that encourage employee autonomy, and highly empowered team Li and Liu [10]. Based on this, this paper makes the following assumptions:

H₁: The empowerment atmosphere has a positive impact on employee constructive deviant behavior.

Seibert [3] state that the concept of an enabling atmosphere emphasizes the sharing of information and the flexibility of the work of the members of the organization, so that the members of the organization have an understanding of the organization's strategy.

Objectives, and other information, and can decide for themselves within a certain range of how individuals work, which will make the members of the organization feel the importance and trust of the organization Seibert [3].

On the other hand, the empowerment climate also emphasizes helping organization members to upgrade their skills and send a signal that the organization is investing in them, not only to enhance the value of the organization members themselves, but also to make the members of the organization feel that the organization values and nurtures them, which means that the organization recognizes them.

According to the study of Song [4], members of organizations who feel that the organization values and recognizes themselves will work harder, and a strong sense of belonging to the organization will help and regulate their behavior and improve the relationship between colleagues. Based on this, this paper makes the following assumptions:

H₂: The Empowerment Atmosphere has a positive impact on Organizational Embedding. Wang and Shi [6] state that Organizational connection reflects the degree of closeness between

employees and colleagues, teams or institutions in the organization, including various formal and informal relationships. Employees with better organizational matching will have a higher consistency with the organization in terms of values, have stronger complementarity with organizational needs, they perceive lower work pressure and higher sense of competence. Organizational sacrifice refers to the perceived material and psychological benefits that employees perceive to be lost when they leave the organization.

Therefore, according to the three dimensions embedded in the above-mentioned organizations, the concept of matching, connecting and sacrificing the organization is conducive to the emergence of employees' autonomous sexual behavior Wang and Shi [6]. Based on this, this paper makes the following assumptions:

H₃ Organizational embedding has a positive impact on constructive deviant behavior. Under the manager's spiritual leadership, the organization's vision aligns with the employee's goals, giving the employee confidence and selfless care, while motivating the employee's inner motivation through his or her attitudes, values, and behaviors to make the employee feel that he or she can make a difference Fry [7].

Spiritual leaders pay attention to the spiritual needs of subordinates, so that employees can feel the care, encouragement and appreciation from the management. There by improving the employee's dedication to work and organization Fry [7]. Based on this, the study presents the relevant assumptions:

H₄: Spiritual leadership has a positive regulatory role in the impact of organizational embedding on constructive deviant behavior.

Employees in the social system will follow the principle of mutual benefit, when employees perceive meaningful work can stimulate the employee's work on personal values and work. At the same time, the empowerment atmosphere will undoubtedly deepen the relationship between employees and the organization. In other words, it deepens the employee's embedding in the organization. Thus, because of the high degree of embedding, they can effectively stimulate their motivation to work for the organization team interests Thomas [12]. Based on the above analysis, the hypothesis of this paper is presented:

H₅: The organization is embedded in an intermediary between a supportive empowerment climate and the relationship between employee constructive deviant behaviors.

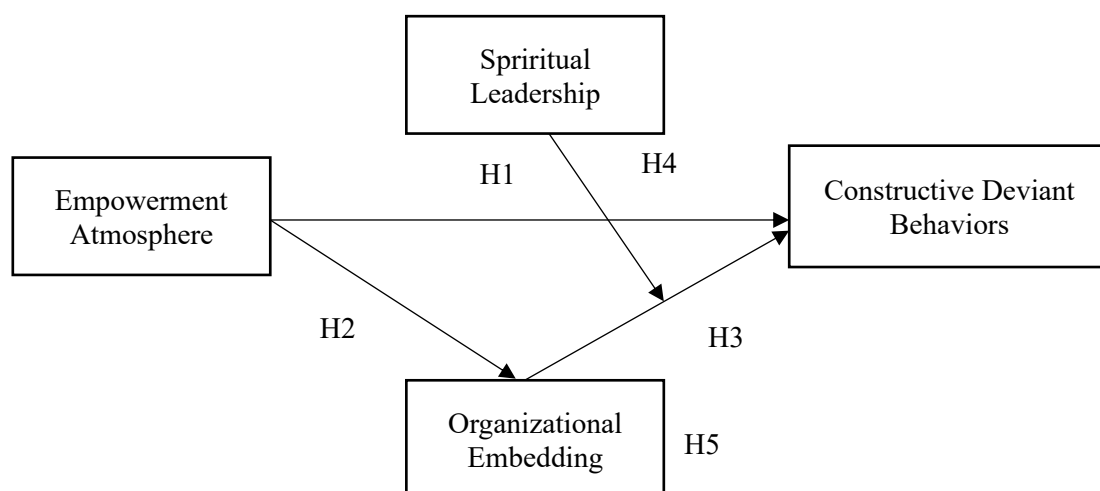


Figure 1 Research framework

3. Research methods and designs

This chapter will introduce the specific survey groups, survey methods and scale from the adoption. It combined with China's regional characteristics of the enterprise environment to enrich the article in the field of management between the dimensions and variables of the correlation.

3.1 Sampling Design and Populations

Beijing have various industrial chains are relatively mature and rich in forms, which are more representative than other regions. The subjects of this research are based on 500 employees of 10 enterprises in Beijing, these 10 companies have been representative in the industry for a long time. These 10 companies involving state-owned enterprises, private enterprises and institutions. The source of the sample departments involves multiple departments such as finance, sales, technology, and human resources.

Each surveyed individual is homogeneous, and taking into account factors such as time, cost and convenience, this study adopts the convenience sampling method (Convenience Sampling). Roscoe [13] proposed that the sample size is suitable for most studies when the sample size between 30 to 500.

This research plans to distribute 500 online questionnaires. First upload the completed questionnaire to the questionnaire star website, and then distribute the questionnaire star link in the form of WeChat to the WeChat or QQ employee groups of the aforementioned companies, so that employees can fill out online. One of the great advantages of online questionnaires is that they are completely anonymous, which allows the filling in according to their own real situation without any worries, which is conducive to obtaining real data. In order to ensure the validity of the questionnaire data, invalid questionnaires in the returned questionnaires will be eliminated to ensure the validity of the questionnaire.

3.2 Variable Operational Conceptualization and Measurement

This article will select the three-dimensional model developed by Seibert [3] to measure the empowerment atmosphere. This article adopts the concepts proposed by Seibert [3]. Seibert [3] define the empowerment atmosphere as a common perception of the use of organizational structure, policies, and management measures by an employee. The scoring method of the scale is the Likert five-point scale.

The concept of organizational embedding. This paper takes Song [4] point of view to define organizational embedding as: "Employees are closely related to the organization, resulting in employees will fall into the organization, through organizational connections, organizational matching, organizational sacrifice of these three dimensions, so as to measure the various organizational factors that cause employees to stay in the job of the comprehensive characteristics.

The three dimensions of organizational embedding in this article are the degree to which the organization's connection refers to the closeness of the formal or informal relationship between employees and others in the organization. Organization Matching refers to the compatibility or comfort that employees feel in the organization. The organization sacrifices the perceived material and psychological benefits that employees perceive when they leave their posts.

This article selects Mitchell's [5] organizational embedded scale with 13 of these questions. The scale selects the three dimensions of organization matching, organizational connection and organizational sacrifice embedded in the organization to measure, and at present, scholars at

home and abroad use this scale more, so this scale can stand up to scrutiny. The scoring method of the scale is the Likert five-point scale.

Employees believe that the current norms and practices do not accord with the actual, with their own actions to improve the original working methods, practices, to meet customer needs and job requirements of voluntary behavior. For example, in order for employees to develop new products, without the leadership's approval to start research and development, this behavior is beyond the company's process norms, but in line with ethical standards Spreitzer [14].

The measurement tool used in this study for constructive deviant behavior is the three-dimensional model of Galperin's [11] study. The three dimensions of constructive deviant behavior are innovative constructive deviant behavior, interpersonal constructive deviant behavior, challenging constructive deviant behavior. The scoring method of the scale is the Likert five-point scale.

This study takes Fry [7] three-dimensional scale on the variable of psychotic leadership, which is widely recognized internationally and has been proven to have high reliability in different cultural contexts. Therefore, the measurement of the spiritual leadership of this paper draws on Fry's [7] scale, a total of 14 questions by the organization vision. The scoring method of the scale is the Likert five-point scale.

3.3 Data Analysis Method

This study uses Spss26.0 statistical software to analyze relevant data. Proceed as follows:

(1) Reliability analysis to evaluate the impact of measurement errors on the overall measurement, which used to evaluate whether the measurement result is correct. It has stability, consistency and reliability. The larger the value of Cronbachs coefficient, the higher the internal consistency.

(2) Validity analysis refers to the extent to which the specific indicators of the scale reflect the validity of the questionnaire. In the research, use search factor analysis and Spss26.0 statistical analysis software and Amos24 to analyze the data.

(3) Descriptive statistical analysis includes gender, age, cultural background, etc. The distribution of demographic characteristics of the sample is determined according to the frequency and frequency of grades, job types, and corporate characteristics.

(4) Correlation analysis is a quantitative analysis method that analyzes the uncertainty relationship between variables and represents the statistical relationship between variables. Use SPSS to calculate the correlation coefficient corresponding to the Pearson correlation coefficient (two-tailed check). The probability p-value investigates the correlation of related variables.

(5) Regression analysis is used to analyze the law of quantitative changes under variables, to clarify the correlation between the changes of a variable and other variables and the variables being interpreted.

(6) Intermediary analysis and multiple regression analysis are used to test the hypotheses of this article, to explore the intermediary effect of organizations embedded in the authorization atmosphere and constructive deviant behaviors. Bootstrap analysis was carried out using the Process program of Spss software to further test the mediation effect.

(7) Analyze the adjustment effect to test the hypothesis of this study. From the analysis of regression between Y and X, the conclusion of the greater adjustment effect depends on the greater difference in the regression coefficient can be proved.

4. Expected research contribution.

The expected contribution of this research is as follows: Firstly, company leaders can focus on

enhancing the ability of the atmosphere, which is conducive to promoting employee autonomy. Secondly, the organization can use the empowerment atmosphere to deepen the connection between employees and the organization. If the connection is deeper, employees can be more independent at work. Finally, it is recommended that leaders pay attention to the spiritual level of employees. In the company, if the spiritual power of the leader is stronger among the employees. Leaders are conducive to conveying their vision and ideas to enhance the constructive deviant behavior of employees.

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The Influence of Authoritarian Leadership on Employees' Withdrawal Behavior—On the Adjustment of Adversity Quotient

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Abstract

Authoritarian leadership is a hot topic of leadership research in recent years. Authoritarian leadership has been defined as a dimension of Chinese leadership in recent years, and this dimension of authoritarian leadership is often interfered by benevolent leadership and moral leadership. At present, the mechanism of authoritarian leadership on employee retreat behavior is not clear, and most of the current papers and literatures only have similar negative variables such as employee turnover and employee revenge. There is no relevant research on withdrawal behavior. The purpose of this paper is to deepen the understanding of employee retreat behavior and explore how endurance psychology as a mediator directly mediates authoritarian leadership and employee retreat behavior and explore the moderating effect of adversity quotient between authoritarian leadership and employee retreat behavior.

Keywords: Authoritarian leadership, adversity quotient, moderating variable, employee withdrawal behavior

1. Introduction

Ding and Wang [1] found that the problems of post-90s employees in the organization are caused by the constraints of organizational resources, organizational structure, system design and other organizational factors; interpersonal conflict, leadership behavior style and other group level factors. From the perspective of group level, if leaders treat employees in authoritarian leadership for a long time, employees are prone to a series of retreat behaviors, such as lack of sense of responsibility, indifference to work and even resignation. And with the continuous increase of the tertiary industry in China, enterprises begin to pay attention to the emotional labor of employees, so as to achieve a reasonable and perfect state to manage enterprises and deal with the relationship between different levels of enterprises. Exploring the characteristic management system of Chinese enterprises, we find that paternalistic leadership is the most common in Chinese enterprises, and authoritarian leadership is one of the categories of paternalistic leadership. Yang et al. [2] divided authoritarian leadership into four types of behavior: authoritarian style, belittling the ability of subordinates, image rectification and instructive behavior.

When employees respond to authoritarian leadership, their reaction and coping style involve a variable adjusted by adversity quotient. Adversity quotient refers to a person's ability to cope with adversity and bear setbacks. According to the research of G. Stoltz [3] when a person's AQ (adversity quotient) is higher, The pressure that this person can deal with and the result that he can deal with when facing the authority and difficulties of his superiors are often not too bad. From the psychological level, if employees want to retreat in the face of authoritarian leadership, there must be a psychological transition process. We choose patience as the mediating variable. We test the mediating role of employees' retreat in authoritarian leadership, and there is often a threshold in the process of patience, so we lead to the concept of tolerance limit to explore the patience psychology. Under the authoritarian leadership, there is a peak of employee retreat behavior. In addition, the research on the mediating effect of patience in authoritarian leadership and employee retreat behavior is still in its infancy, and the existing research on patience scale

is still in its preliminary application stage. Yu [4] believed that the scale structure of patience is two factors: avoidance tolerance and initiative tolerance. In addition, there are many problems to be solved.

2. Literature Review

2.1 Employee withdrawal behavior

2.1.1 The definition of employee withdrawal behavior

Withdrawal behavior was first proposed by Gupta and Jenkins [5]. Retreat behavior is the behavior of escaping, avoiding or even absent because of people's self-defense mechanism under pressure. However, recent studies have not clearly defined employee retreat behavior. Ding and Wang [6] believe that employee retreat behavior belongs to a human psychological defense mechanism. Psychological defense mechanism is a kind of self-defense function, which produces anxiety through external pressure, indicating that individuals recover to normal psychological level through a certain mechanism. When the stress process reaches a threshold, the psychological defense mechanism will be in the state of consciousness awakening, and will produce the psychology of rejection and weariness.

2.1.2 The influence of withdrawal behavior on employees' psychological mechanism

Psychological mechanism is a change that affects the individual's psychological results after encountering certain events. When the employees in a team lose the corresponding sense of responsibility, the mechanism of its own influence is related to the psychological process of knowledge, sex, emotion and so on. When an employee loses a certain enthusiasm and sense of responsibility at work, his psychological state will produce self-defense mechanism. So employee's retreat behavior is composed of various elements of escape, self-defense, and even attack. It is a complex mechanism in itself, and the existing literature rarely has corresponding research on employee's retreat behavior. Li [7] believes that through the psychological defense mechanism, it is found that when employees are affected by a series of unfair factors such as bullying and bullying, they will retreat to protect their self-protection I want to help myself and avoid being hurt. At the same time, during the period of psychological defense and protection of employees' retreat behavior, employees can not directly contact their inner thoughts, so they choose evasive behavior to further intensify the contradiction. It is a kind of self-protection instinct produced by the subconscious level.

2.2 Authoritarian leadership

2.2.1 The definition of authoritarian leadership

At the earliest time, Freud [8] thought that different personalities led to different management concepts. At that time, the imperial hereditary system of China gave him inspiration and direction for his research. He believed that the authoritarianism originated from the imperial deterrence in early China. However, Chinese scholars regard authoritarian leadership as paternalistic leadership. Huang [9] believes that authoritarian leadership mainly appears in Chinese organizations, which is in the form of strict control and centralization. At the same time, authoritarian leadership is one of the special dimensions of paternalistic leadership with the rapid development of domestic enterprises and the increasing number of entrepreneurs in recent years. Authoritarian leadership is widely existing in Chinese business organizations. Like other two dimensions of paternalistic leadership, namely benevolent leadership and moral leadership, authoritarian leadership can be studied as independent leadership styles. Xie [10] thinks that the difference is that authoritarian leadership is richer in connotation and more in line with the role relationship of "superior and inferior" emphasized by traditional Chinese culture. The so-called authoritarianism, we take it apart, and authoritarianism represents the leadership's prestige. The so-called prestige is a kind of influence of leaders' moral level and ability performance. The

reason why leaders can have influence, appeal and persuasion among subordinates, and can achieve the situation of gathering responders, so as to control the behavior of subordinates. However, most of the leaders do not achieve the good quality of moral power. Instead, they directly control their subordinates by teaching them to achieve their own interests and power, which often leads to the opposite effect.

2.2.2 The characteristics and connotation of authoritarian leadership

In the social environment of high-power distance in China, authoritarian leadership appears more frequently in this environment. Authoritarian leadership itself emphasizes doing things in front of employees and emphasizing “authoritarianism” when managing employees. Leaders hope to establish absolute pressure on subordinates’ behavior and mutual communication through self-determination in everything. When subordinates’ performance does not meet the expectations of leaders, leaders will establish their own absolute authoritarianism through education. Leaders often choose employees with similar personalities according to their own behavior styles and habits, or make alienated attitude compared with similar employees. Silin [11] divides the four kinds of special behaviors of authoritarian leadership into authoritarian style, belittling subordinates, instructive behavior and image maintenance. Zheng [12] believes that authoritarian leadership style requires subordinates to have a certain perception ability. Only when subordinates have a certain concept and consciousness of power level can authoritarian leaders have a sense of authority. When the consciousness of subordinate power level is strong enough, authoritarian leadership style in charge can effectively manage and influence employees. This is also what many leaders think a good subordinate needs to be able to strictly follow the content of the limited work and complete the task perfectly, so as to ensure the success of the overall task or work.

2.3 The definition of patience

Liu [13] believes that psychology is the brain's positive reflection of the objective world. It is the advanced form of species evolution that forms itself. At the initial stage, psychology is a kind of intuitive feeling with simple basis. At the same time, the external environment will affect psychology. Yan [14] believes that with the continuous evolution and systematization of human feelings, human beings begin to perceive and understand art at the same time. However, as an advanced animal, human psychology often represents the pinnacle of organism development, which is developed under the continuous influence of long-term labor and language development. It itself is formed under the complex influence of society and restricted by the whole social structure. Patience psychology is also known as tolerance psychology, which indicates the degree of tolerance of employees under authoritarian leadership. Employees' pressure resistance ability and uncomfortable feelings reflect the results of their patience psychology. In the state of lack of internal motivation, it is easy to form anxiety and can't control their mood. Liu and Zheng [15] think that patience shows the trait of restraint at the same time, which is embodied in the process of bearing humiliation and accumulating strength, but not everyone has it.

2.4 The definition of tolerance limit

As a branch of psychological concept and a set of real psychological phenomena, patience itself needs us to explore and explore constantly in order to develop into a systematic academic research. Everything has its limit. If it exceeds the limit, it will cause some opposite consequences. Endurance has its moral limit. If we want to grasp a limit of endurance, we need to refer to whether it is within the moral right and wrong limit of “can we bear or not”. David [16] believes that the purpose of endurance is to achieve “good” when it does not exceed its limit. His endurance itself is to achieve his own purpose without harming the interests of others

and society. The moral level of endurance itself can reflect the difference of different people's endurance state, but endurance also has its ethical “bottom line”, which makes people not make excessive behavior when they make corresponding behavior.

2.5 Adversity quotient

2.5.1 The definition of adversity quotient

Adversity quotient (AQ) is the full name of adversity quotient. AQ refers to people's performance of coping with pressure and difficulties when facing pressure. Moreover, as a kind of quotient, inverse quotient is often related to intelligence quotient and emotional quotient. In the test of frustration quotient, early foreign scholars generally investigated the following four key factors.

Control: control refers to the ability to control one's emotions when facing pressure, so that one can control one's emotions when facing difficulties and return to the right track as soon as possible; Ownership: belonging refers to one's ability to analyze the reasons when facing pressure and difficulties, and to have corresponding inner treatment methods, acceptance of adversity and the next step Reach: refers to the continued state of life in the face of adversity, such as whether adversity will affect one's mood and whether work can return to the right track; Francis [17] think endurance refers to whether one can use patience to keep calm when dealing with difficulties and pressure, which depends on one's inner psychological strength.

2.5.2 Theory of Adversity Quotient

Adversity quotient refers to the way people react to adversity, but it is different from emotional intelligence and intelligence quotient. Xie [18] think self-control and persistence in emotional intelligence have the same meaning as control and endurance in adversity quotient. Therefore, intelligence theory does not exclude emotion and will. Many scholars are committed to the emotional intelligence (EQ), adversity quotient (AQ) and intelligence quotient (IQ) to distinguish and compare, EQ, AQ, IQ is the corresponding between people's inner ability, it includes people's self-emotional management; self-motivation in dealing with difficulties; the relationship between others and the ability to perceive his emotions. However, intelligence quotient is only one aspect of intelligence management and does not represent all abilities.

3. Research Hypothesis

3.1 Research Framework

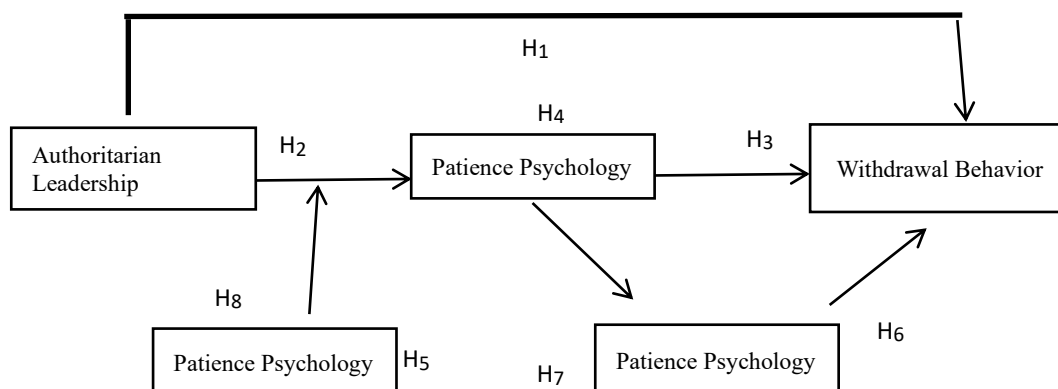


Figure 1: Research Framework

3.2 Research Hypothesis

1) The influence of authoritarian leadership on employees' withdrawal behavior

On the basis of literature research, we find that there is a certain relationship between authoritarian leadership and employee retreat behavior. As the manager and decision-maker of the organization, leadership has a great impact on the attitude and behavior of subordinates. In the context of local enterprises, this paper aims to explore the blank of the relationship between authoritarian leadership and employee retreat behavior. In today's society, it is extremely difficult for leaders to control their subordinates only by their own authoritarian power. Most of the existing literature is related to employee tacit knowledge sharing or employee neglect behavior caused by authoritarian leadership. In the existing literature, Chu and Xie [19] found that authoritarian leadership significantly weakened managers' feedback seeking behavior. In this process, it is often a kind of negative behavior. Subordinates are prone to have self-defense mechanism. They are worried that the threat of leadership or excessive power will cause the result of attacking employees' self-enthusiasm or enterprising spirit. This causes the employees to retreat. In addition, when employees hold a silent attitude towards work, Lu [20] they are prone to negative emotions and behaviors or turnover intention. Based on the above analysis, the following hypotheses are put forward.

H1: authoritarian leadership has a significant positive impact on employee withdrawal behavior.

2) The influence of authoritarian leadership on patience

Patience, as an individual's psychological factor, represents an individual's tolerance behavior after suffering from desire, frustration and pressure. Specifically, it shows the attitude of avoiding the edge and talking and laughing. Individuals with patience tend to have the ability to control their emotional outbursts. Authoritarian leadership, as a compulsive role, often gives subordinates the feeling of being forced, squeezed or even bullied, which causes subordinates' psychological discomfort and affects their work. Because people have certain self-control, they accept authoritarian leadership to a certain extent. Based on the above analysis, the following hypotheses are put forward.

H2: authoritarian leadership has a significant positive effect on patience.

3) The influence of patience on employees' withdrawal behavior

According to the analysis, we find that endurance psychology is the strategy and wisdom of human beings in the face of some things, and it is also a kind of spiritual strength that gets stronger and stronger with setbacks. It is directly related to human psychology and a powerful factor that determines human psychology. Different groups of people have different self-concept under different environmental growth factors. Everyone will have what they stick to. The degree of inner acceptance is different, which determines the degree of depression. Patience is not equal to suppressing self-emotion, but it needs proper venting and expression [21]. the following hypotheses are put forward.

H3: patience has a significant negative impact on employees' withdrawal behavior.

4) The role of patience between authoritarian leadership and retreat

Patience is a branch of psychology. As early as in ShuoWen Jie Zi duan zhu written by Xu [22], the explanation of the word "forbearance" means that a person's heart is tough enough, which is manifested in "forbearance", "forbearance" and so on. However, in modern times, it is believed that "patience" is to restrain one's inner impulse and not show one's bad mood and behavior. The part of "Endurance" in resolving conflicts is to give up something and restrain

one's own impulse in dealing with interpersonal relationships [23]. However, there are different factors that influence the employee's retreat behavior. However, authoritarian leadership is often used as a negative and mandatory management attitude when dealing with subordinates. Gupta and Jenkins [24] think when employees retreat, they give up when they realize that their superiors or organizations give unfair treatment. Therefore, this study puts forward the following hypotheses.

H4: Patience plays a mediating role in authoritarian leadership and retreat behavior.

5) The effect of endurance psychology on endurance limit

There are these words in Physics: degree, quantitative change and qualitative change. When a thing accumulates to a certain extent, it will inevitably lead to a qualitative leap. So "degree" in the person itself is: speak and do things with propriety, talk and behavior in line with the occasion, get along with people to understand the boundaries, the heart always has rod scale. As for "degree", it does not have a specific standard, nor does it have a clear demarcation line. It depends on personal understanding and proper handling. "Degree" is quite special. It always changes with the situation, people, things, etc. if you don't grasp it well, it may make you go against the current. Therefore, when "degree" is used as an indicator, it aims to require people to pay attention to this indicator at all times and treat it with a correct attitude. the following hypotheses are put forward.

H5: Endurance psychology has a significant positive effect on endurance limit.

6) The effect of tolerance limit on employees' withdrawal behavior.

If a person's endurance breaks through the limit that he can accept, he will start the self-protection mechanism and make a series of related behaviors. Then the employee's retreat behavior will avoid and evade in the face of pressure environment and unfair treatment. When dealing with problems, this kind of people often show hesitation and indecision, and they will lose rare opportunities. At the same time, the boss will also question your ability. Based on the above analysis, the following hypotheses are put forward

H6: endurance limit has a significant negative impact on employees' withdrawal behavior.

7) The role of endurance limit in the relationship between endurance psychology and withdrawal behavior.

Tolerance itself is a coping strategy made by individuals when they face external pressure and setbacks. Most scholars are quantifying tolerance from the perspective of psychology to study the difference of tolerance limits for different individuals. The "degree" of endurance refers to the degree that an individual can control his or her own behavior and emotions when dealing with psychological impulses and psychological conflicts in adversity. It is an embodiment of personal quality [25]. If tolerance does not exceed "degree", it can maintain harmonious relationship, cultivate self-cultivation and break through self-emotion. But in China's environment, most people are in the "harmony is precious", in this environment, most people ignore the negative state of tolerance. If forbearance exceeds the "degree", it will reflect negative emotions. Due to the long-term accumulation of such emotions in the heart, many people have mental health problems. the following hypotheses are put forward.

H7: endurance limit plays a mediating role between endurance psychology and withdrawal behavior.

8) The role of adversity quotient between authoritarian leadership and employee tolerance. The new generation of employees often show dim future, poor pressure resistance ability, withdrawal and avoidance when dealing with adversity. People with higher adversity quotient tend to spontaneously accept challenges and find ways to deal with adversity; on the contrary, people with lower adversity quotient tend to complain, lose patience and escape. In the face of the society and the situation of different superiors, it is hard to avoid the negative way of getting along with the authoritarian superiors. But for different groups of people, different groups of people in dealing with the difficulties will be attributed to different reasons, some people will think that this is the cause of their superiors, may also be caused by luck, environment and other factors. Based on the above analysis, the following hypotheses are put forward.

H8: Adversity Quotient plays a moderating role in authoritarian leadership and patience.

3.3 Definition and Measurement of Variable Operability

3.3.1 Independent Variable Authoritarian Leadership

As a unique leadership style of Chinese people, the operation definition of authoritarian leadership in this study is to use their own authoritarian authority to take authoritarian actions on subordinates, force employees to do according to their own ideas, and often use the tone of instruction to judge employees, so as to achieve authoritarian effect. In this study, authoritarian leadership scale was used in the ternary paternalistic leadership scale developed. In this scale, cronbach's α value is 0.901, according to 0.901 greater than 0.7, which means that the reliability of the scale is good. And in this scale, five dimensions are used to measure, which are prestige dimension, authoritarian dimension, severe dimension and education dimension. The scale was measured with likert five-point scale.

3.3.2 Dependent Variable Employee Withdrawal Behavior

It is not appropriate to study employee's retreat behavior in a single form. In the earliest time, March used employee retreat behavior in the organization. He thought that employee retreat behavior was directly related to the organization, and it was an improper proportion of the pay and return between individuals and organizations. In this study, we used the employee withdrawal behavior scale developed by Lehman et al. In this scale, Cronbach's α value is 0.851, according to 0.851 greater than 0.7, which means that the reliability of the scale is good. In addition, the scale uses two dimensions: psychological retreat and behavioral retreat. The scale was measured by likert five-point scale.

3.3.3 Mediating Variable Endurance Psychology

The operational definition of endurance psychology in this study is to see whether employees can make endurance from the perspective of coping with stress. The reliability of the endurance strength scale was 0.946, which was excellent. The scale was measured by likert five-point scale.

3.3.4 Mediating Variable Practient Limit

According to the different family composition, growth experience, love and attention of each person, there are different degrees of acceptance of individual coping with difficulties. Yu's Resilience Scale was used. The reliability of the scale was 0.91, which was excellent. The scale used three factor model, and the scale used Likert five-point scale.

3.3.5 Moderator adversity quotient

The operational definition of adversity quotient is to control oneself when facing adversity, so that he can control his emotions when facing adversity. At the same time, he is willing to take

responsibility and improve the consequences, so as to ensure whether the adversity will affect his emotions. The Resilience Scale of Schutte was used, and its reliability was 0.91, which was excellent. The scale used three factor model, and the scale used Likert five-point scale to measure.

3.4 Sampling Survey

This study mainly discusses the influence of authoritarian leadership on employees' retreat behavior, so when selecting samples, we need to consider whether the sample group is in the relevant influence among authoritarian leadership, retreat behavior and patience psychology, and accord with the adjustment variable of their own adversity quotient. The random sampling method is adopted in this sampling. The sampling plan is to distribute 500 questionnaires online, which will be distributed after being edited by the questionnaire star. After the collection of questionnaires, the questionnaire screening work is carried out, and the invalid questionnaires are eliminated to ensure the validity of the questionnaire and get more perfect statistical results.

3.5 Research Methods

3.5.1 Narrative Statistics

Descriptive statistical analysis is to use several key numbers to describe the overall situation of the data set, such as concentration and dispersion (volatility size). There are four indicators commonly used to describe data sets: mean, quartile, standard deviation and standard difference. Using these indicators, we can get more intuitive results of data concentration, data dispersion and data graphical representation, so as to pave the way for further research and discussion. When we get a data set, we first clean the acquired data and sort them into the new data we need for our research, and then make descriptive statistical analysis on the new data. Descriptive statistics uses charts and key data to provide effective information, and it can be divided into tabular and graphic presentations and numerical measures. Among them, data description is divided into location (Center) measurement, discrete degree measurement, distribution form measurement and relative location measurement.

3.5.2 Reliability and Validity Analysis

A questionnaire is easily affected by many factors in the investigation and research, which leads to the deviation between the actual measurement results and the expected measurement goals. The purpose of testing the reliability and validity of the questionnaire is to ensure that the results of the answers can truly reflect the expected goals, and the collected data has analytical value. The higher the reliability coefficient is, the higher the reliability is. Generally, the Cronbach α value is better than 0.8. Validity test is to test the validity of the questionnaire. In fact, it is to determine whether the designed items are reasonable and whether they can effectively reflect the researchers' research objectives. The questionnaire is in the form of words, so words can not be used as data for measurement, so we need to transform the items of the questionnaire content into data in the form of questionnaire. At the same time, we need to pay attention to the details of revision when referring to other literature.

3.5.3 Structural Equation Modeling

In the field of social science research, there are many concepts that cannot be directly measured and observed, such as people's anxiety, attitude, motivation, work pressure, satisfaction and so on. They are abstract concepts. Generally speaking, the number of observation variables corresponding to each potential variable should be at least two. Potential variable is the comprehensive response of more than two measurement variables. The interpretation model composed of potential variable and measurement variable is called measurement model. Structural model studies the linear regression equation between variables. The relationship

between variables is staggered, and there are many linear regression equations. Then the combination of the two is the structural equation model. The measurement model and the structural model are drawn together by SPSS software.

4. Expected Contribution

The purpose of this study is to explore that authoritarian leadership behavior has a significant positive predictive effect on employee's retreat behavior, in which employee's patience plays a complete mediating role; adversity quotient is a moderating variable between authoritarian leadership behavior and employee's retreat behavior; employee's self-adversity quotient significantly negatively regulates the negative emotion of employee's retreat behavior in the face of authoritarian leadership behavior Xu: the higher the adversity quotient, the less obvious the employee's retreat behavior. Therefore, this study provides a sample and reference for enterprise managers to get along with employees. From the perspective of employees' psychology, this study focuses on employees' mental health to promote the development of enterprises.

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Social Network Usage: The Investigation of Personality Traits, Self-Control, Game -Motivation and Relationship-Motivation of Facebook Addiction - Taking Age and Facebook-Using-Time as Control Variables

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Abstract

Facebook has been the most generally used social networking website. This thesis explores the relationships between Personality Traits, Self-Control, Game Motivation, and Relationship Motivation with Facebook addiction. In this research, use the purposive sampling to distribute the online questionnaire. Participants are 388 students mainly aged 18 to 26 from Taoyuan, R.O.C. This study used SPSS to conduct the reliability and validity analysis and the multiple regression analysis. The research aims to examine (1) how the personality affects Facebook addition, (2) how the self-control affects Facebook addiction, (3) how the motivation affects Facebook addiction, and findings are (1) personality traits only Neurotic positively related to Facebook addiction. (2) Motivation (relationship-motivation and game-motivation) positively correlated with Facebook addiction. (3) Self-control has a significantly negative relationship with Facebook addiction. In recent, "Facebook fatigue" exist. The findings can be the reference for businesses or educators.

Keywords: Self-control, Game Motivation, Relationship Motivation, Facebook, Personality Traits

1. Introduction

Although, Facebook has been the most generally used social networking website. There is a tendency that the users are getting tired of Facebook. Taiwan Network Information Center [1] reported that the number of Internet users in R.O.C. had exceeded 20 million for the first time. The age group with the most increase in Internet access rate was over 55 years old, with a total increase of 20%.

Since McCrae and Costa [2] developed the NEO-Five Factor Inventory, many studies have applied it to examine the user's Internet addition. The previous studies of S.N.S. (Social Network Service), Personality traits, and users' motivation and explore how they affect the community platforms. David et al. [3] point out that Facebook users' Personalities and motivations differ from Twitter users. The Facebook users score higher on Neuroticism and Sociality, while the Twitter users achieve higher scores on caution. Besides, Ryan and Xenos [4] discovered that the different personality traits highly correlated with Facebook usage: The Facebook users always score higher on Extroversion and lower scores on caution. Therefore, this study investigates the association between personality traits, user's motivation, and Facebook.

Moreover, it appears that Personality traits and Facebook usage are well-document, but few researchers examine the relationship between users' self-control and Facebook. Most people broadcast themselves through self-image on Facebook and expected to receive more "Like",

“Share”, “Comment” by others, which would lead to addiction and low self-control.

Many articles have confirmed that personality and motivation are highly related to the Facebook user. [3], [4] A decade, the Big five personalities are still the strongest predictor of Facebook usage. A paper examined the university students’ FB addition [5]. This study inferred that the Big Five personality and FB addition have a high correlation. Thus, this research focus on self-control and community addiction in college students. Likewise, this study explores the phenomenon of Facebook addiction and how it links to user’s self-control, further developing with helpful conclusions and suggestions.

Several articles presented numerous definitions of Facebook additions. As Hong et al. [5] explained, a user who spends more than one hour/day might be an addict to FB. Moreover, Hong, et al. [5] also indicated “the average usage of Facebook per day as the evaluation standard, assuming that university students who spend more time on Facebook were more likely to become Facebook addicts.” (p. 597) [12]

Consequently, this study aims to investigate the phenomenon of Facebook addiction and its relationship with self-control and motivation. The research questions are (1) Does the personality affect Facebook addition? (2) Does the self-control affect Facebook addition? (3) Does the motivation (relationship and gameplay) affect Facebook addition? The result with innovative conclusions that are useful for businessmen or educators’ reference.

2. Literature review

2.1 The personality traits

The “Five Factors Model” is the most widely use. McCrae and Costa [2] published the NEO-Five Factor Inventory and defined as follows (1) Neuroticism tends to have individual anxiety, such as unrealistic thoughts, excessive desires, or impulses; (2) Extroversion (E) is the trait and intensity of interpersonal interaction, such as the degree of initiative, the extent of stimulating demand, and the sense of joy; (3) Openness to experience (E) is the state of self-experience that an individual actively seeks, as well as the individual's acceptance and adventurousness to strangers; (4) Agreeableness (A) is an individual's interpersonal interaction trait that explores the expression of compassion, hostility, affection, and attitude of the individual when facing things; (5) Conscientiousness (C) is the individual's ability to organize, persist, and motivate a state of goal-oriented behavior. Besides, Butt & Phillips [6] defined Openness to experience as a person tends to try new ways of communicating or use social networks to find new ways of communicating.

This study adopts McCrae and Costa’s [2] definition of “personality traits”, the personality characteristics reflected by individual behaviors and appear continuously in certain situations. This study’ focus on three personality traits of Five Factors Model, which are Openness to experience, Extroversion and Neuroticism. This study defined Openness to experience as “an individual tend to be actively seeking, open- mind for the adventurousness and new things/people”, Neuroticism as “an individual tend to be anxiety, impulse and have unrealistic thoughts”, and Extroversion as “an individual tend to be sociable, enthusiastic, active.”

2.2 Self-control

Based on Grasmick et al. [7], six self-controlling components: impulsiveness, risk-taking, speculative (simple tasks), physical activity, self-centeredness, and temper. Lian [8] indicated that self-control included impulsiveness, planning, perseverance, and delay gratification ability.

Although self-control measures vary, this study generally summarizes three dimensions of self-control: risk-taking, impulsiveness, and planning. Based on Lian [8], this study defined that the positive self-controller can plan, hold on persistently, and delay gratification.

2.3 Game- motivation and Relationship-motivation

Papacharissi and Mendelson [9] argue that Facebook is used to entertain relaxation, messaging, escapism, being cool, following the trend, social interaction, meeting new people, and others. According to Fang's [10] paper, the motivations of using Plurk including three aspects: (1) Self-explore: emotional expression, self-recording, self-performance; (2) Interaction: seeking company, expecting interaction, and expanding contacts; (3) Sociality: acquiring new knowledge or fun.

Besides, Hong and Chen [11] prove that gameplay is a significant predictor of Facebook usage. In conclusion, compared with other social sites, the FB users choose FB because of their game-motivation, and relationship-motivation. Based on Hang and Chen [11], this study defined the game-motivation as a user with FB addition due to a variety of games and exciting games; and relationship-motivation as a user with FB addition due to they would like to keep relationship with families or friends.

2.4 Hypothesis

Numerous articles had reported the relationship between personality and Facebook usage. David et al. [3] point out Facebook users score higher on Neuroticism and Sociality. Likewise, Ryan and Xenos [4] discovered that personality traits influence Facebook usage: higher Neuroticism related to Facebook (SNS) addiction. Correa, et al. [12] indicated that Extraversion, Openness to experience, and Neuroticism positively link to the frequency of social media use. Different user characteristics choose various networks/platforms, David, et al. [3] noted that Facebook users differ in Twitter users due to their behavior and personality traits. Facebook users have higher scores in Neuroticism and Sociality; users tend to use Facebook for social interaction. Thus, this research proposed the following hypotheses:

H1: Neuroticism and Facebook addiction have a significantly positive correlation.

H2: Openness to Experience and Facebook addiction have a significantly positive correlation.

H3: Extroversion and Facebook addiction have a significantly positive correlation.

With network development, overuse of the network is getting increasing attention. According to Niemz, et al. [13], adolescent Internet addicts have weaker self-control, slacker discipline, and harder-to-control emotions compared with the adult Internet user. Kim et al. [14] pointed out that people with high self-control ability can limit the use of the Internet to a reasonable extent, preventing the potential of addiction. Therefore, this study inferred weaker self-control abilities could not limit their Internet usage, leading to Facebook addiction. Thus, this research proposed the following hypothesis:

H4: Self-control and Facebook addiction have a significantly negative correlation.

When Internet usage eventually becomes a kind of enjoyment, users intend to repeat this action because of the positive experience obtained from games and chat rooms. Hung and Chen [11] prove that gameplay is a significant predictor of Facebook usage. Moreover, the fast access to information and virtual relationships' participation also enhance network using (Beard, [15]; Serin, [16]). Thus, a significant correlation between motivation (gameplay and relational) and Facebook addiction. Therefore, this research proposed the following hypotheses and figure 1 shows the framework of this study.

H5: Gameplay motivation and Facebook addiction have a significantly positive correlation.

H6: Relationship motivation and Facebook addiction have a significantly positive correlation.

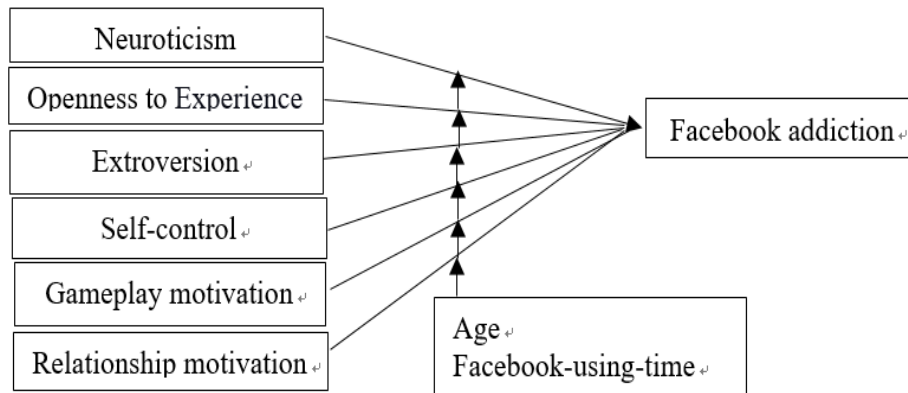


Figure 1: Research Framework

3. Research method

3.1 Participants

Participants are 388 students, mainly aged 21 to 26, from Taoyuan, R.O.C. The sample was selected in convenience sampling in which all the respondents were Facebook users. This study's process included two steps: first, conducted a pre-test on Facebook users, this process found that game-motivation and relationship-motivation, and the using time are related to FB additions. Second, this study revised the questionnaire's items and content based on the pre-test, after removing eighteen incomplete or incorrect questionnaires and collecting the 388 valid questionnaires, then the data analyzed by SPSS.

3.2 Design and Procedure

This study revised personality traits based on Saucier's [17] Mini-Markers scale, which included "I am energetic", "I am talkative", "I am envious", "I am jealous", "I am creative", and so on. This study used Likert's five-point Scale, from complete disagreement (1 point) to complete agreement (5 points).

The self-control scale was adopted by Lian's [8] scales, and the motivation questionnaire revised on Hung and Chen's [11] definitions, which included "I am good at resisting temptation", "I never allow myself to lose control", and so on, which were on 6-Likert Scale, from very inconsistent (1 point) to very consistent (6 points).

The gameplay-motivation and Relationship motivation used Hung and Chen's [11] scale, which included "I use Facebook to share photos and videos", "I use Facebook to find old friends", "I use Facebook for the diversity of games", and so on. This Scale on the 5-Likert Scale, from very inconsistent (1 point) to very consistent (5 points).

The Facebook Addiction Scale used Andreassen et al. Scale [18], which included "You spend much time thinking about Facebook or planning how to use it", "You feel an urge to use Facebook more and more", "You use Facebook in order to forget about personal problems.", "You have tried to cut down on the use of Facebook without success", "You become restless or troubled if I am prohibited from using Facebook", and "You use Facebook so much that it has had a negative impact on my job/studies". The Scale's reliability is $\alpha = 0.86$ at Andreassen et al. paper, Cronbach's α for the current sample is .905.

This paper used Likert’s six-point Scale, from very inconsistent (1 point) to very consistent (6 points). This study defines active Facebook users as “users who use it five to seven days a week.”

4. Result

This study used SPSS to do the data analysis. Male users are accounting for 47.2%, and the female is 52.8%. The participants are mainly age 21 to 26. For those who use Facebook five to seven days a week, the average hour/per-day is 3.54 hours. The participants 55.9% are college students, and 36.2% are in graduate school.

4.1 Reliability and validity analysis

Bartlett’s test is used to test that variances are equal for all samples. This study’s chi-square value is 9626.647; DF value is 946($P < 0.001$). This study KMO value is 0.83, which fits the KMO criteria (Kaiser, [19]).

Each factor’s Cronbach’s α values as Table 1. which suits for Fornell and Larcker’s [20] recommend that Cronbach’s α should over 0.6. According to the Exploratory Factor Analysis. this study delete items with factor loading less than 0.5, and it extracted seven variables explained 69 % of this study.

Table 1. Reliability analysis

Factor	Variables	Cronbach's α
Motivation	Relational	0.731
	Gameplay	0.953
Facebook addiction		0.905
Personality traits	Extroversion	0.824
	Openness to experience	0.783
	Neuroticism	0.82
Self-control		0.831

4.2 Regression analysis

After setting Age and daily Facebook-using-time as control variables, this study put the game, relationship, self-control, Neuroticism, Extroversion, and Openness of experience into regression analysis. Table 2. indicated The regression analysis of each variable on the prediction of Facebook addiction. Table 3. shows the results of hypotheses in this research.

Table 2. Regression analysis of various variables on Facebook addiction prediction

Dependent variable	Facebook addiction	
	Model 1	Model 2
Independent variable/control variable	β	β
Age (control variable)	-.162**	-.105*
Time of using Facebook/ day(control variable)	.100+	.101*

Gameplay		.172***
Relational		.179***
Self-control		-.105+
Neuroticism		.184**
Extroversion		.002
Openness to experience		.044
R ²	.047	.186
Adj. R ²	.042	.169
F	9.331***	10.76***

Note. + p < .10, * p < .05, ** p < .01, *** p < .001

Table 3. Verification results of hypotheses in this research

Hypothesis	Content	Result
H1	Neuroticism and Facebook addiction have a significantly positive correlation	Accept
H2	Openness to experience and Facebook addiction have a significantly positive correlation	Reject
H3	Extroversion and Facebook addiction have a significantly positive correlation	Reject
H4	Self-control and Facebook addiction have a significantly negative correlation	Accept
H5	Gameplay and Facebook addiction show a significantly positive correlation	Accept
H6	Relationship and Facebook addiction show a significantly positive correlation	Accept

Note. + p < .10, * p < .05, ** p < .01, *** p < .001

Table 2. R² from .047 to .186, and Adj. R² from .042 to .169. (F=10.76, P<0.001). This presented these variables could predict 16.9% of FB addition with statically significant at the .01 level. Neuroticism and Facebook addiction have a significantly positive correlation. (β =.184, P<0.01) H1: Neuroticism and Facebook addiction have a significantly positive correlation, meaning a person gets higher scores on Neuroticism, it is more likely for him/her to get Facebook addiction; on the other side, this research found that it has no correlation of Openness to experience (β =.044, P>0.1) and Extroversion (β =.002, P>0.1) with Facebook addiction. Thus, both H2 and H3 are rejected. It is showing self-control (β =-.105, P<0.1) has a significantly negative correlation with Facebook addiction. H4 is accepted that the higher one's self-control ability, the less likely one becomes addicted to Facebook. Moreover, gameplay (β =.172, p<0.01) and relationship (β =.179, p<0.01) motivation have a positive correlation with Facebook addiction. Both H5 and H6 are accepted: the stronger one's gameplay and relationship motivations are, the more likely he/she is to be addicted to Facebook.

5. Discussion

This study is consistent with Cramer et al.'s [21] results; Facebook faces the recent phenomenon, Facebook fatigue. This study shows that the average number of days using Facebook per week is 6-7 days. This study's participants who use Facebook 1-2 hours and 2-3 hours a day presented a low score on Facebook addiction.

The model R^2 was about .169, however, the model was significant. R square in this paper is quite low, but it does not mean unworthy of being interpreted, or useless. This paper found out that personality and self-control significantly affect to FB addition, which is similar to the result of Rajesh and Rangaiah [22], in the paper, big five personality traits were not related to FB addition, and Loneliness are accounting 14% of the variation in Facebook addiction. Thus, the paper explained that putting all factors of loneliness, or other personality traits into the model would indeed give better predicted values.

There are some limitations; this study has a small sample size, which can arbitrate the results' generalizability. The future paper should apply a bigger sample size, and study more specific personality characteristics do not belong to the Big Five Model, such as narcissism, and loneliness. Besides, this paper concluded that the prominent three personalities might not explain too much of FB addition. Thus, a future paper could explore the other two personalities of Big 5.

6. Conclusion

This study sheds light on Facebook users' motivations and characteristics; Neuroticism positively links to Facebook addiction: Facebook users with higher Neuroticism are different from Twitter users, which correlated to David et al.'s [3] findings. This study suggested that educators have to focus on these charismatic's students. On the other hand, this can be a social network business to reference for attracting Neuroticism customers.

Moreover, there is a significant negative correlation between self-control and Facebook addiction and a significant positive correlation between using motivation (gameplay, relationship) and Facebook addiction. Thus, this study suggests that Facebook should develop Games, such as adding more games or related platforms to increase users' addiction to Facebook. Added to this, Facebook had conducted some interactive and entertainment applications like Candy Crush Saga, which was popular around 2007. However, there are no games successes like that. Nowadays, Facebook's official website had ended Flash Player in 2020, which may lose some users' interest in using FB. As a result, all these factors may affect the user's stickiness to Facebook. This study's results are consistent with Pempek et al. [23]. People use Facebook to acquire information, entertain, promote themselves, and establish a connection with others/friends, consistent with the discussion of motivation (relationship) in this study. Therefore, this study suggests that FB add some related functions. For example, using Facebook is to connect with distant family members or to post to increase affection. Besides, this study suggests Facebook should highlight their features, for example, adding the functions of "reviewing sentimental videos", "Ten-year challenges", "today a year ago", "birthday cards" to catch the user's eyes; this can effectively increase users' motivation to use Facebook. In conclusion, this research suggests that in order to keep with the times, Facebook should target users with neurotic traits or users with relational / gaming needs and continue to enhance or improve FB's functions.

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The Research on the Relationship between Effort-reward Imbalance and Relation Deviating Behavior

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Abstract

The employees' relations are very important in the organization nowadays. This study explores the impact of employee's effort-return imbalance on the relation deviating behavior and investigates the mediating role of organizational justice and the moderating role of psychological capital. The hypotheses among the above variables are built up and the conceptual framework is formulated. Questionnaires will be distributed through online chatting groups in QQ or WeChat to employees of some small and medium-sized enterprises in China by acquaintances. After questionnaires are received, the data will be analyzed by SPSS and AMOS to verify the hypotheses above. Suggestions to managers about relation deviating behavior would be proposed.

Keywords: effort-reward imbalance, relation deviating behavior, organizational justice, psychological capital

1. Introduction

Employee's always want to realize their self-worth at work and pursue their goals to create a better life. But it does not always keep balance between efforts input and rewards returned from the employees' viewpoints. Especially in some jobs, employee individual effort input in their work group is quite different but their rewards returned are all the same among the group members. Sometimes, the rewards returned to employees are far behind the due time to receive after employee individual effort already input. Probably, some employees with psychological imbalance though their relationships to receive their rewards individually. Employees in some Chinese small-and-medium sized enterprises under the background of Chinese culture will be the research objects to explore the relationship between effort-reward imbalance and relation deviating behavior of employees. Based on the research background mentioned above, the psychological capital of employee's will be the moderating variable and organizational justice will be the mediating variable in the above relationship to be investigated in the meantime. Hence, the research questions are as following: a) Is there any relationship between effort-reward imbalance and relation deviating behavior? b) Is there any mediating effect of organizational justice in the relationship between effort-reward imbalance and relation deviating behavior? c) Is there any moderating effect of psychological capital in the relationship between effort-reward imbalance and relation deviating behavior?

2. Literature Review and Hypotheses Development

2.1 Effort-reward Imbalance

Siegrist [1] believes that pay-return refers to the feeling of being respected by individuals in exchange for their work and their contributions. Siegrist and Li [2] believe that the imbalance of effort-reward means that the individual cannot fully obtain the corresponding material and psychological returns through his own efforts. Dragano, et al. [3] pointed out that when the pay and return are out of balance, that is, when the individual's pay is not enough, some negative

emotions and adverse reactions will appear in the individual. This research will adopt the view of Siegrist and Li [2], that is, the imbalance of effort-reward refers to the fact that the individual cannot get the corresponding material and psychological returns through his own efforts. At the same time, it will also combine the point of view of Dragano, et al. [3] that the imbalance of pay and return can be seen as a mismatch between the energy, time, emotion, etc. that employees put into their work and the respect, return, and remuneration they receive from their work.

2.2 Organizational Justice

Greenberg and Tyler [4] proposed that the criteria for judging the fairness of distribution are mainly embodied in three aspects: the fairness of resource distribution, the rewards commensurate with the risks that need to be undertaken, and whether the contribution and rewards of completing the work are balanced. Yean [5] believes that research on organizational justice focuses on assessing whether the organization's decision-making results are fair. When the organization is formulating its system, policy or decision-making, whether the internal staff of the organization can feel fairness, especially when it is closely related to their own interests [6]. This study is mainly based on [6] definition of organizational justice, which refers to whether the internal personnel of the enterprise can feel the sense of fairness in the organizational rules and regulations or decisions related to their own interests.

2.3 Psychological Capital

This research is mainly based on the definition of Luthans [7]. It is believed that the structure of psychological capital includes four positive mental abilities of self-efficacy, hope, optimism and resilience, which are personal psychological and emotional resources that can offset negative stress sources. Among them, self-efficacy means a good sense of self that oneself can achieve the expected goal through one's own ability; hope refers to the ability to find ways to achieve the desired goal, and have motivation or motivation to use those ways; optimism is whether it is encountered the mental state of being able to be positive when it comes to good things is still in trouble; resilience is the spirit of perseverance even in trouble.

2.4 Relation Deviating Behavior

Relationship refers to the state in which people and things interact, influence each other, and act on each other. It is a social practice of constructing and using interpersonal relationships to better live or work Chen [8] or a strategy for organizations to gain a competitive advantage, or a mechanism for acquisitions and transactions Lovett [9]. Peng and Luo [10] believe that relation deviation behavior is a kind of relationship utilization behavior, which refers to the behavior that violates the organization's norms, policies, systems, and even violates national laws while using the relationship to benefit oneself or the organization. Guo [11] define relation deviation behavior as relationship exploitation behavior, that is, behavior that violates regulations and uses relationship to benefit oneself or others. Guo [12] believe that relation deviating behavior is defined as a relationship utilization behavior.

To sum up, this study will adopt the definition of Guo [12] to define relation deviating behavior as a relationship utilization behavior, which refers to the use of relationships for the benefit of oneself or the organization while violating organizational norms, Policies, systems, and even violations of national laws.

2.5 Hypotheses

2.5.1 Effort-reward Imbalance and Organizational Justice

From the perspective of social exchange, pay-return is an environment or condition that affects work. Schaufeli [13] believes that the balance between giving and receiving is very important.

When people's investment exceeds the results, they feel pain and withdraw from social relationships. Preckel [14] believe that the effort reward imbalance and the perception of organizational justice should be closely combined. And the correlation between the two is also mutual, which is a new challenging research problem. The survey results of Spanier [15] also show that employees' sense of organizational fairness is positively correlated with work ability, and the effort-reward imbalance is negatively correlated with work ability. Moreover, the employee's high pay-low return has a complete mediating effect between organizational justice and work ability, which shows that organizational justice affects employees' perception of effort-reward imbalance, and thus affects their work ability. Based on this, this study concludes that the higher the effort-reward imbalance, the lower the degree of organizational justice. Hence, this research puts forward the hypothesis:

H1: Effort-reward imbalance has the negative impact on organizational justice.

2.5.2 Effort-reward Imbalance and Relation Deviation Behavior

Guo, et al. [16] defined relation deviation behavior as a kind of relationship utilization behavior, which refers to the behavior that violates the organization's norms, policies, systems, and even violates national laws while using the relationship for the benefit of oneself or the organization. The survey by Spanier [15] showed that effort-reward imbalance is negatively related to work ability. And there is a completely negative correlation between employee's high effort and low return on work ability. The research of Wang [17] shows that the effort-reward imbalance and job satisfaction present a significant negative correlation, and psychological capital plays a part of the mediating role. Combining with the theory of social justice, when the rewards paid by the employees and the revenge, they hope to get fall short, the employees will always get the unrewarded rewards through the principle of "helping each other". Therefore, in social relations, the "relationship" is used to help Means will become one of the employees' choices. In summary, this study infers that the higher the effort-reward imbalance, the higher the relation deviating behavior. The hypothesis is proposed:

H2: Effort-reward imbalance has a positive influence on the relation deviating behavior.

2.5.3 Organizational Justice and Relation Deviating Behavior

From an objective level, the sense of organizational justice refers to the organization's perception of fairness through the formulation and implementation of systems, policies and measures DeConinck and Stilwell [18]; when employees believe that the organization is unfair, the negative consequences Emotions can cause them to no longer trust the organization. In turn, it can cause deviation to correct the unfairness of the organization or retaliate against the deviation of the organization Naus [19]. Social exchange theory explains the causes of individual behavior when employees exchange resources with other individuals or organizations. If the benefit of a certain behavior is greater than the cost of implementation, then he will tend to continue to implement this behavior Emerson and Cook [20]. Hu Baoling [21] believes that the relationship embodies the continuous and mutually beneficial "friendship" formed by the two parties in order to achieve a special purpose. Employees in unfair organizations may seek benefits and rewards for themselves through social exchange relationships based on relationship resources.

Employees under the Chinese cultural background is more susceptible to the influence of the organizational context Liu [22]. Relation deviation behavior uses relationship resources to exchange money, opportunities, rights, resources, etc. Therefore, this study believes that employees in unfair organizations tend to use social exchange relationships established by relationship resources to obtain expected returns. That is, the higher the degree of organizational

justice, the lower the degree of relation deviation behavior from behavior. Based on this, this research proposes hypotheses:

H3: Organizational justice has a negative influence on relation deviating behavior.

2.5.4 The Mediating Role of Organizational Justice

Ma [23] proposed the mediating effect of organizational justice on the effort-reward imbalance. Liu [24] divided the perception of organizational justice in the Chinese context based on the four-factor theory. For the four dimensions of process fairness, distribution fairness, leadership fairness and information fairness. Among them, the fairness of distribution involves the fairness of the distribution between the members of the organization and the rewards. In summary, this study infers that the effort-reward imbalance affects the perception of organizational justice and thus affects the behavior of relation deviation behavior. The hypothesis is proposed:

H4: Organizational justice plays the mediating role in the relationship between effort-reward imbalance and relation deviating behavior.

2.5.5 Psychological Capital is in the Relationship Between Effort-return Imbalance and Relation Deviating Behavior

In the study of psychological capital and organizational climate and organizational environment, Luthans [25] found that psychological capital can regulate the relationship between employee performance and supportive environment. Avey [26] found that psychological capital has a strong and positive relationship with self, management level and goals, and a negative relationship and behavior with undesirable attitudes. A large number of empirical studies have shown that psychological capital and hope and optimism are positively correlated with job satisfaction Luthans [25]. A large number of domestic and foreign research results show that psychological capital and hope, optimism and resilience have a positive impact on organizational citizenship behavior Avey [27].

When the individual's environment is complex, the advantages of psychological capital will be more prominent, and the higher the psychological capital, the better the task can be accomplished (Rego, et al. [28]). Therefore, psychological capital, as an individual perception factor, will become a catalyst for individual behavior. Based on this, this study infers that the higher the degree of psychological capital, the positive effect of the effort-reward imbalance on relation deviation behavior will be weakened.

H5: Psychological capital has the negative moderating effect in the relationship between effort-return imbalance and relation deviating behavior.

2.5.6 Psychological Capital is in the Relationship Between Organizational Justice and Relation Deviation Behavior

In the study of psychological capital and organizational citizenship behavior, Chao Lin, et al. [29] found that psychological capital played a moderating role between organizational citizenship behavior and organizational identity; Mao Jinping and Tang Chen [30] surveyed the teacher team. The analysis shows that teacher job satisfaction plays an intermediary role between team psychological capital and organizational citizenship behavior. Ma Bei, et al. [31], when over-qualification becomes a norm rather than an exception in the group, employees will be proud of over-qualification and show more positive behaviors (such as organizational citizenship behavior). There is not much research on the moderating effect of psychological capital. In the context of Chinese organizations, combined with the research on the definition of psychological capital by Luthans, et al. [32], individuals have a measurable, developable and active role in promoting work performance mentality or mental ability. Therefore, if employees

can experience a strong sense of organizational justice, their behavior will become more active. Similarly, if employees do not feel the sense of organizational justice, then the final behavior will become negative, thereby increasing the possibility of relation deviation behavior. Based on this, it can be inferred that psychological capital can change the intensity of the influence of organizational justice on relation deviation behavior. That is, the higher the degree of psychological capital, the greater the negative influence of organizational justice on relation deviation behavior. Based on this, this research proposes hypotheses:

H6: Psychological capital plays the positive moderating role in the relationship between organizational justice and relation deviating behavior.

3. Research Methodology

3.1 Research Framework

Based on previous related literature review, this research develops the relationship among employee psychological capital, organizational justice, effort-reward imbalance, and relation deviating behavior. Therefore, the research framework of this research is shown in Figure 1:

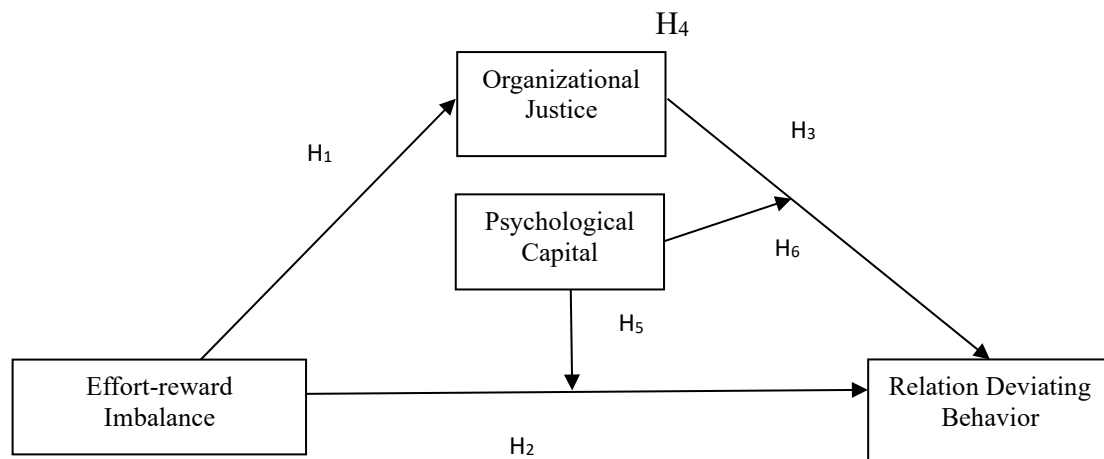


Figure 1: Research Framework

3.2 Operational Definition and Measurement

3.2.1 Effort-reward Imbalance

The operability of the effort-reward imbalance in this study is defined as the work of employees in terms of time pressure, overtime, physical exertion, work interference, and emotions, and pay, respect, fairness, promotion opportunities, job development prospects, job stability, etc. Whether the rewards match the feelings. Therefore, this research will draw on the scale of Li, et al. [33] and includes 6 questions with five-point Likert scale.

3.2.2 Organizational Justice

In this study, according to Albalawi, et al. [6] definition of organizational justice, the operability of organizational justice is defined as the distribution of work content, work procedures, leadership, and work information, etc., to the enterprise organization or unit during the operation of the enterprise. Feel the fairness of the content. Therefore, this study refers to the four-dimensional scale of organizational justice by Liu, et al. [24], including distribution fairness, procedural fairness, leadership fairness, and information fairness, and includes 16 questions with five-point Likert scale.

3.2.3 Psychological Capital

This study is mainly based on the definition of Luthans. [7], which defines the operability of psychological capital as a positive mental state shown by employees of an enterprise or unit in the process of work and promotion, which can promote the employees themselves Psychological resources for work progress and performance improvement. Therefore, this study will draw on the scales of Tan, et al. [34] and Ke, et al. [35], and includes 14 questions with five-point Likert scale.

3.2.4 Relation Deviation Behavior

This research defines its operability as the violation of rules that employees use relationships in the enterprise or unit work. Therefore, this study will draw on the relation deviation behavior scale for Chinese culture compiled by Guo Wenchen, et al. [11], and verify its good reliability and validity through questionnaires and data processing. Therefore, this research will adopt the relation deviation behavior scale developed by it to includes 7 questions with five-point Likert scale.

3.3 Research Design and Data Collection

Some scholars pointed out that newly recruited employees, young employees and employees with lower positions are more likely to participate in deviant behaviors [36]. Combined with the above research, the research object of this research is the employees of some small and medium-sized enterprises in my country. Choose SME. These companies have been established for a long time. The ratio of young employees to lower-level employees is higher, and the relationship deviating behavior may be more. This research involves 43 projects. In order to ensure that the information of the respondents in this research is reliable and consistent with the results of this research on corporate employees, this research will exclude questionnaire information from non-corporate respondents. The first part of the questionnaire is about the compensation and return imbalance, organizational justice, psychological capital, and relationship deviation behaviors in this article. The second part of the questionnaire mainly includes the personal information of the respondent, such as gender, age, company nature, job position, working years, etc.

According to the research results of Marsh [37], this paper designs 10 first-order latent variables. Therefore, it is estimated that at least 150 valid questionnaires will be collected, and 200 copies will be distributed. This research questionnaire will use rewards to encourage answering. According to the needs of epidemic prevention and control, the questionnaires are mainly distributed in the form of random online sampling for investigation. Use your work in multiple companies or through the relationship between your friends and existing resources in the industry, let your friends collect data through company QQ groups, WeChat groups, etc., issue links to questionnaire stars, and complete online electronic questionnaires. After the questionnaire is retrieved, the questionnaire will be screened using reverse questions and logical errors to ensure the authenticity of the data.

3.4 Data Analysis

3.4.1 Descriptive Statistical Analysis

Based on the questionnaires received, this study will apply descriptive statistical methods to conduct preliminary analysis. From these values, the characteristics of the objects can be summarized, such as the distribution of the objects, central tendency, percentage, etc. in order to understand the characteristics of the objects and their differences and distribution in various dimensions.

3.4.2 Reliability and Validity Analysis

This study judges the coefficient of Cronbach's α . If the value of α is greater than or equal to 0.7, it indicates that the reliability is very good; otherwise, it is less than 0.5, which indicates that the reliability is low and unacceptable. This study will combine three aspects of reliability, convergence validity, and discriminative validity. Convergence validity is mainly measured by the composite reliability (CR) and the average variance extraction (AVE) of confirmatory factor analysis.

3.4.3 Correlation Analysis

In the correlation determination, refer to Pearson's correlation analysis method, the r value represents the linear relationship between the variables. This study will use Pearson's correlation analysis method to analyze the correlation between effort-reward imbalance, relation deviation behavior, organizational justice, and psychological capital.

3.4.4 Regression Analysis

This research will refer to Dao-de [38] and Hayes and Matthes [39] and Hayes [40]. The research aims to verify the hypothesis through regression analysis to test the relationship between effort-reward imbalance and relation deviation behavior, and regard organizational justice as a mediating effect; psychological capital as a moderating effect.

4. Expected Contribution

Under Chinese cultural environment, if the relation deviating behaviors in an organization cannot be effectively prevented, they will harm the other colleagues' interests and undermine mutual trust. Besides, they will violate the organization's rules and procedures and hinder organization future development. Hence, this research explores the antecedents of relation deviating behavior, include effort-reward imbalance, the mediating role of organizational justice and the moderating role of psychological capital, which would enrich the theoretical framework of relation deviating behavior.

Under the theoretical framework of relation deviating behavior, managers in an organization may could prevent negative relating deviation behaviors by keeping balance between employees' efforts input and rewards returned to them. Besides, these managers may could enrich employees' psychological capital or deeply actualize organizational justice to cease employees' relation deviating behaviors.

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The Impact of Psychological Contract Breakup on Employees' Deviant Behavior: The Mediating Variable of Negative Emotion and the Moderating Variable of the Relationship between Superiors and Subordinates

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Abstract

Employees often have different degrees of psychological contract breakup due to various reasons. The various deviating behaviors made by employees have also become a hidden danger to the sustainable development of the company. This paper explores the relationship between psychological contract breakup and employee deviation behavior, and further verifies the mediating effect of negative emotion on the relationship between psychological contract breakup and employee deviation behavior, and the subordinate relationship moderating the relationship between the psychological contract breakup and employee deviation behavior. The research objects of this research are mainly employees in the finance, sales, technology, or human resources department of some enterprises in Beijing and Shandong, China. Around 500 questionnaires will be distributed to employee groups in WeChat or QQ chattering group of those companies. SPSS25.0 statistical software will be applied to analyze the data returned and to verify the hypotheses. Theoretical or practical suggestions would be proposed.

Keywords: Psychological Contract Breakup, Deviant Behavior, Negative Emotion, Relationship between Superiors and Subordinates

1. Introduction

Employees enjoy more freedom of choice in the organization, which means that companies are facing more challenges. In enterprises, employees often fail to be valued by their leaders, their superiors' care and consideration for employees are not sufficient, and the company's failure to fulfill their commitments to employees has caused different levels of psychological contract breakup. Robinson and Bennett [1] proposed employees deviate from negative behaviors such as negative attitudes, work laziness, physical and language attacks, and other negative behaviors, which have become hidden dangers for the sustainable development of enterprises. Folger and Cropanzano [2] suggested emotion is an important part of an organization. When employees are treated unfairly, negative emotion are the most direct response. Yu and Fu [3] said the harmonious and harmonious relationship between superiors and subordinates can improve employees' sense of belonging to the company, enable employees to give full play to their subjective initiative, and directly affect the relationship between employees and the company. Therefore, this article explores the impact mechanism of psychological contract breakup on employees' deviant behavior. The mediating role of negative emotion and the moderating role of superior-subordinate relationship on the breakup of psychological contract and employee deviation behavior. The research questions are as follows: (1) Will the breakup of the psychological contract affect employees' deviant behavior? (2) Will the breakup of the psychological contract affect the generation of negative emotion? (3) Will negative emotion affect employees' deviant behavior? (4) Does negative emotion have an intermediary effect on the breakup of the psychological contract and the employee's deviant behavior? (5) Does the

superior-subordinate relationship play a moderating role between the breakup of the psychological contract and the employee's deviant behavior?

2. Literature Review

2.1 Psychological Contract Breakup

2.1.1 Definition

Robinson and Morrison [4] believe that when employees believe that the organization has not fulfilled its promises or failed to meet the employees' psychological expectations, the employees will compare the degree of implementation or fulfillment of the commitments made by individuals and organizations. This article will adopt the definition of psychological contract breakup by Wang and Duan [5] and believe that psychological contract breakup is a negative evaluation of the organization by employees. The subjective cognition of employees is caused by the organization's behavior when fulfilling the responsibilities and obligations of the psychological contract and the content of the psychological contract between the two parties.

2.1.2 Dimension

This research refers to Yang [6] division of the dimensions of psychological contract breakup, namely, interpersonal, normative and developmental psychological contract breakup. The rupture of the interpersonal psychological contract is caused when the organization does not provide the good interpersonal environment, respect and understanding that employees need. The rupture of the normative psychological contract is caused by the organization's failure to fulfill the material conditions and economic benefits promised to employees. The breakup of developmental psychological contract refers to the failure of the organization to provide employees with growth opportunities and career development space in conjunction with their careers.

2.2 Definition of Employee Deviated Behavior

Sackett and Devore [7] The deviating behavior mainly contains the following meanings: whether the behavior produces bad consequences is intentionally caused; the damage caused is foreseeable, but it does not necessarily lead to bad consequences; it is to the legitimate rights and interests of the organization the potential damage is greater than the potential benefit it may bring. Therefore, this study adopts Chen and Zhang [8] definition of employee deviating behavior and believes that employee deviating behavior at work violates a spontaneous behavior rule, policy, or system, and will affect the organization or members' welfare benefits. Threatened.

2.3 Definition of Negative Emotion

The occurrence of emotion is a complex psychological process. Lies and Judge [9] believe that when an individual thinks that his environment is inconsistent with his or her own values, needs, expectations or goals, the individual is prone to negative emotion. This emotion usually causes serious behavioral and physical reactions. This article will adopt Chen [10] definition of negative emotion and believe that negative emotion are caused by personal unmet needs such as sadness, fear, and disgust, and reflect personal emotional experiences of tension, unpleasantness or restlessness.

2.4 Definition of Relationship between Superior and Subordinate

Relationship refers to an informal connection between two or more individuals or organizations. Andiappan and Trevio [11] believe that superiors and subordinates should focus on establishing social and emotional relationships between the organization and employees. If there is unfairness in the organization, the relationship between the organization and employees can be

adjusted to avoid conflicts between the two parties. This article will take Wang and Duan [7] on the relationship between superiors and superiors, claiming that leaders will have a significant impact on employees' resource acquisition job promotion life and other aspects, which may eventually lead to different attitudes or behaviors of employees.

2.5 Relationship between Variables and Research Hypotheses

2.5.1 The Relationship between Psychological Contract Breakup and Employee Deviation

Reviewing related literature, when employees feel that the psychological contract is broken, their job performance will decline and they will have anti-social behavior. Yannick and Tim [12] studied the impact of psychological contract breakup on employee deviation behavior and organizational citizenship behavior and found that psychological contract breakup and deviation behavior are positively correlated. Joanna [13] verified the effectiveness of the three-dimensional structure of interpersonal psychological contract, developmental psychological contract, and normative psychological contract in the Chinese context. The positive impact of behavior is stronger than the positive impact of developmental psychological contract breakdown on organizational citizenship behavior. When the degree of psychological contract breakup is higher, the probability of occurrence of employee deviation behavior will be stronger. Based on this, this article proposes the following assumptions:

H1: The breakup of the psychological contract will positively affect the employee's deviant behavior;

H2: The breakup of the normative psychological contract will positively affect the employee's deviant behavior;

H3: The breakup of the developmental psychological contract will positively affect the employee's deviant behavior;

H4: The breakup of the interpersonal psychological contract will positively affect the employee's deviant behavior.

2.5.2 The Relationship between Psychological Contract Breakup and Negative Emotion

Natalia et al. [14] found through research that disagreements within the organization can lead to negative emotion, and negative emotion will eventually lead to employee deviations. As for the cognitive process of psychological contract breakup, employees will analyze the contract failure. However, employee emotion will also respond to attribution results. When employees believe that the organization is unwilling to perform the contract, it will easily trigger negative emotion. Cui [15] found that psychological contract violations will positively affect negative emotion, and psychological contract violations will positively affect negative emotion and anti-productive behaviors. Negative emotion plays a part of mediating role between psychological contract violation and anti-productive behavior. Therefore, the greater the degree of psychological contract breakup perceived by employees, the deeper the feeling of being betrayed and the stronger the negative emotion. Based on this, this article proposes:

H5: The breakup of the psychological contract will positively affect negative emotion;

H6: The breakup of the normative psychological contract will positively affect negative emotion;

H7: The breakup of the developmental psychological contract will positively affect negative emotion;

H8: The breakup of interpersonal psychological contract will positively affect negative emotion.

2.5.3 The Relationship between Negative Emotion and Employee Deviations

Emotion can affect individual behavioral intentions. Charles and Spielberg [16] proposed treating colleagues with a bad attitude, making fun of others, and verbal attacks on others, etc.,

will bring harm to the organization or stakeholders, which is a negative reaction of employees to work. Bad mood and daily pressure can easily cause employees to form negative evaluations of the working environment, and this will make employees show more deviating behaviors. Spector [17] said both positive and negative events in the workplace will cause emotional reactions, which will affect employees' attitudes and behaviors. Therefore, there is a close connection between negative emotion and deviant behaviors. The negative emotion of employees will promote the occurrence of their employees' deviant behaviors. When individuals want to vent their own negative emotion, the possibility of deviant behaviors will greatly increase. Based on this, this article proposes:

H9: Negative emotion will positively affect employees' deviant behavior.

2.5.4 The Mediating Effect of Negative Emotion on Psychological Contract Rupture and Employee Deviant Behavior

Based on the emotional event theory, external situational events will affect the individual's cognitive evaluation, and thus produce certain emotional reactions. Lies and Judge [18] Negative emotions will further affect employees' work behaviors. Studies have found that many types of negative emotions are positively correlated with employees' deviant behaviors. In other words, negative emotions play an important intermediary role between the breakdown of the psychological contract and the employee's deviating behavior. Fox et al. [19] showed that emotion play a mediating role in the relationship between organizations and individual deviations. This study believes that when employees feel that the psychological contract is broken, they will produce negative emotion such as disappointment anxiety and anger. Therefore, the higher the degree of psychological contract breakup, the stronger the negative emotion of the employees, and the more likely they are to deviate. Based on this, this article puts forward the research hypothesis:

H10: Negative emotion have a mediating effect on the relationship between the breakup of the psychological contract and the employee's deviating behavior.

2.5.5 The Moderating Effect of the Relationship between Superior and subordinate on the Rupture of Psychological Contract and Deviating Behavior

As mentioned above, Tyler and Burns [20] insist the breakup of the psychological contract is an important influencing factor of employees' deviation behavior, and there is a positive relationship between the two. When employees cannot learn new skills in their current positions, cannot improve their abilities, or the organization cannot provide them with free space, employees are prone to behaviors that violate corporate regulations. Zhang et al. [21] suggested the relationship between leaders and employees is an important factor affecting the negative effects of psychological contract breakup. When the psychological contract breaks, employees who are highly engaged in the organization will feel betrayed by their superiors, feel more uncertainty, and worry about their work. Based on the relationship between the above three, the breakup of the psychological contract is an important influencing factor of the employee's deviation, and the breakup of the psychological contract positively affects the employee's deviation. Therefore, when a good relationship between superior and subordinate is strengthened, the positive impact of the breakup of the psychological contract on employees' deviating behaviors will be weakened. This article proposes the following assumptions:

H11: The superior-subordinate relationship has a negative moderating effect between the breakup of the psychological contract and the employee's deviant behavior.

H12: The superior-subordinate relationship has a negative moderating effect between the breakup of the normative psychological contract and the employee's deviant behavior.

H13: The superior-subordinate relationship has a negative moderating effect between the breakup of the developmental psychological contract and the employee's deviant behavior.

H14: The superior-subordinate relationship has a negative moderating effect between the breakup of the interpersonal psychological contract and the employee's deviant behavior.

2.6 Research Framework

Based on the literature discussion above, this study believes that psychological contract breakup has a positive impact on employee deviant behavior under the mediating effect of negative emotions; The relationship between superior and subordinate has a negative moderating effect on the psychological contract breakup and employee deviation behavior. Based on this, this study proposes a research framework, as shown in Figure 1:

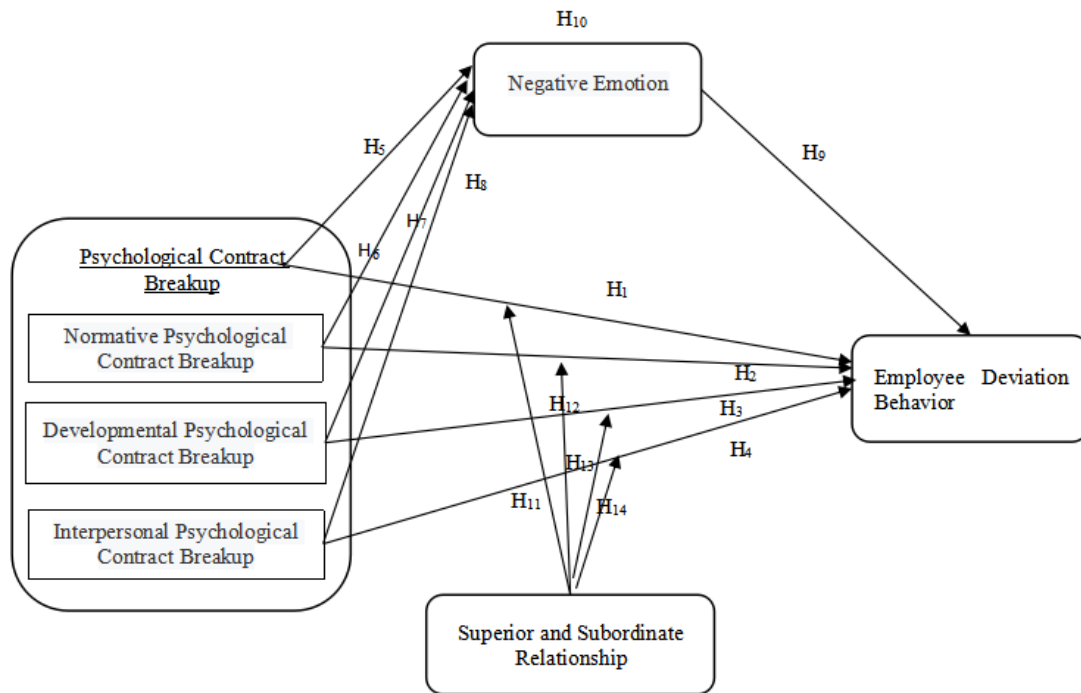


Figure 1: Research Framework

3. Methodology

3.1 Research Object

Liang [22] Comprehensive considerations show that the economy of Beijing and Shandong has developed rapidly, and various industrial chains are relatively mature and rich in forms, which are more representative than other regions. The subjects of this research are mainly employees of 7 enterprises in Beijing and Shandong, involving state-owned enterprises, private enterprises and institutions. The source of the sample departments involves multiple departments such as finance, sales, technology, and human resources.

Each surveyed individual is homogeneous, and taking into account factors such as time, cost and convenience, this study adopts the convenience sampling method (Convenience Sampling). Roscoe [23] proposed that the sample size is suitable for most studies when the sample size is greater than 30 and less than 500.

This research plans to distribute 500 online questionnaires. First upload the completed questionnaire to the questionnaire star website, and then distribute the questionnaire star link in the form of WeChat to the WeChat or QQ employee groups of the aforementioned companies, so that employees can fill out online. One of the great advantages of online questionnaires is

that they are completely anonymous, which allows the filling in according to their own real situation without any worries, which is conducive to obtaining real data. In order to ensure the validity of the questionnaire data, invalid questionnaires in the returned questionnaires will be eliminated to ensure the validity of the questionnaire.

3.2 Variable Operation Definition and Measurement

3.2.1 Psychological Contract Breakup

This article defines the operational type of psychological contract breakup as employees who have not obtained emotional satisfaction in the company, have not felt a good working environment, have not fulfilled their pre-employment commitments, and have not provided employees with opportunities for career development and growth. Dissatisfaction with the company caused by employees. Therefore, this article refers to the scale of Chen et al. [24]. The measurement method is to reverse scoring the items of the original scale. The scoring method of the scale adopts the Likert five-point scale.

3.2.2 Deviated Behavior of Employees

This article defines the operability of employee deviation behavior as the behavior of employees in the company deliberately failing to abide by the system and code of conduct established by the company, thereby harming the interests of the company or other members. The specific manifestations are chatting with colleagues during working hours, property loss and non-compliance. Respect colleagues and other behaviors. This study will apply the single-dimensional scale developed by Thau et al. [25] and each item will be scored in reverse.

3.2.3 Negative Emotion

This article defines the operational type of negative emotion as a negative emotional response when employees are in the workplace and the company's regulations or promises do not meet the needs or expectations of employees, such as depression sadness anxiety, disgust and anger, etc. This study applies Fisher [26] single-dimensional negative emotion survey scale.

3.2.4 Superior-Subordinate Relationship

This article defines the operational type of the subordinate relationship as: a connection established by employees and leaders through private emotional interaction, which makes the leader at work have a significant impact on employees' resource acquisition, job promotion and other aspects, which may eventually lead to employees Show different attitudes or behaviors. In this study, the subordinate-subordinate relationship scale applied the single-dimensional scale compiled by Law et al. [27].

3.3 Data Analysis Method

3.3.1 Descriptive Statistical Analysis

It is mainly to explain the basic information of the sample of the nature gender age education working years and occupational level of the surveyed enterprises and will apply SPSS25.0 statistical analysis software to perform descriptive statistical analysis on the data collected in the questionnaire to understand The distribution of samples and data.

3.3.2 Related Analysis

Liang et al. [28] proposed that the greater the absolute value of the Pearson correlation coefficient, the closer to 1, the stronger its correlation, and the closer the correlation coefficient is to 0, the weaker the correlation. The correlation coefficient $P \leq 0.3$ is low correlation, $0.3 < P \leq 0.7$ is moderate correlation, and $P \geq 0.7$ is high correlation.

3.3.3 Reliability and Validity

(a) Reliability

Internal consistency test is the most frequently used method for reliability test. This article adopts the standard of Devellis [29] for reliability analysis. The higher the value of α , the more stable and reliable the results of the scale measurement. When $\alpha > 0.9$, it indicates that the reliability of the scale is very good. When $0.8 < \alpha < 0.9$, it indicates that the reliability is quite good; when $0.7 < \alpha < 0.8$, it indicates that the reliability is good; when $\alpha < 0.7$, then need to revise the scale used or eliminate some questions.

(b) Validity

Validity analysis: Validity refers to the validity of the test, The higher the effectiveness of the measurement tool, the more consistent the measurement results with the content of the survey object. Wang [30] gave the KMO measurement standard: when $KMO > 0.9$, it means that the sample is very suitable for factor analysis. When $0.8 < KMO < 0.9$, it means that the sample is suitable for factor analysis; when $0.7 < KMO < 0.8$, it means that the sample is suitable for factor analysis. When $0.6 < KMO < 0.7$, it means that the data is in the marginally acceptable range.

3.3.4 Regression Analysis

Regression analysis is to determine the relationship between variables. The F test in the analysis of variance is used to test the degree of fit between the regression model and the data. When the F value is large and the significance level is less than the critical value of 0.05 or 0.01, it indicates that there is a strong linear relationship between the predictor variable and the indicator variable.

3.3.5 Intermediary Analysis and Moderating Analysis

This article adopts Wen [31] criteria for determining mediation and moderation effects. If the correlation between the predictor variable and the dependent variable or the regression coefficient is greatly reduced, the mediation effect can be considered more obvious. When the interaction effect between the two variables is significant, it means that the moderating variable has a moderating effect. Do the regression of Y to X, the more significant the difference of the regression coefficient, the more significant the Moderating effect.

4. Expected Contribution

The internal organizational problems caused by the rupture of the psychological contract are becoming more and more common, and the employee's deviation behavior has caused a huge waste of resources for the enterprise. Therefore, theoretical research on the breakup of psychological contracts and employee deviating behavior is becoming increasingly urgent. Exploring the superior-subordinate relationship between leaders and employees is conducive to a better understanding of the interaction methods and results between leaders and employees. On the basis of existing research results, this article explores the impact of psychological contract breakup on employees' deviant behavior, and further reveals the mediating role of negative emotion between the two, and the moderating role of the superior relationship between the two.

In order to increase the importance of organization managers to employee psychological contract management, reduce the occurrence of employee deviation behavior. This research reveals in-depth the mechanism of psychological contract breakup and deviating behavior. On the one hand, in order to promote communication between the company and employees, eliminate mutual misunderstandings, and reduce the occurrence of employee psychological contract breakup, so that employees can be happy in the company work. On the other hand, in order to better manage the daily behavior of employees, reduce the occurrence of employees' deviant behaviors in the enterprise, further improve the overall competitiveness of the company,

and expand ideas for the organization to control the occurrence of employees' workplace deviant behaviors.

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The Impact of Dynamic Absorptive Capacity and Positive Psychological Capital on Personal Innovation Ability, Taking Technical Knowledge as a Moderator, Self-efficacy as a Mediator

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Abstract

Talent is the foundation of innovation and the core element of innovation [1]. Faced with economic internationalization, market globalization, and diversification of customer needs, companies have resulted in lower and lower maintainability of competitive advantages. Only continuous innovation can sustain success. The research theme of this paper is: “For how personal innovation ability is affected by dynamic absorptive capacity and positive psychological capital, technical knowledge is used as the moderating effect, and self-efficacy is the intermediary.” The expected research results are that positive psychological capital will pass through the self. Efficacy affects an individual's ability to innovate; dynamic absorptive capacity has a positive impact on individual innovation. According to the survey, the recruitment of employees in enterprises affected by the epidemic has shrunk, and the market economy urgently needs innovative talents. Therefore, the research purpose of this article is: “Through research to clearly understand how to improve personal innovation ability, from which aspects, and what factors will affect personal innovation ability. Therefore, research is not only beneficial to individuals in a fierce competitive environment. Enhance the core competitiveness of individuals, and through continuous innovation, it will help to maintain the sustainable development of the company in a super competitive environment.”

Keywords: Dynamic absorptive capacity, psychological capital, personal innovation ability

1. Introduction

International competition is increasingly fierce in the era of globalization today. Because of employment pressure continues to increase which caused the issues of talent innovation have been increasingly prominent. At the (Nineteenth National Congress) conference on 2019, Xi Jinping pointed out that in the current international environment, “only innovators can progress, only innovators are strong, and only innovators can win” [2]. It can be seen that the improvement and cultivation of innovative capabilities are the general trend.

Luthans and Youssef [3] believed that positive psychological capital is composed of four dimensions: self-efficacy (or self-confidence), hope, optimism, and resilience; Stajkovic and Luthans [4] used meta-analysis to synthesize previous people's self-efficacy. The empirical research of China defines self-efficacy as “people's ability to motivate themselves, recognize resources, and take necessary actions to complete specific behaviors in a given environment.” People with confidence choose challenging tasks, self-motivation and work hard to achieve their goals and strengthen their confidence when encountering crises and obstacles. Therefore, based on the research purpose and related theoretical research reviews, this article defines the concept of the variables involved in this research, extracts an important intermediary variable that affects personal innovation behavior-self-efficacy, and analyzes the importance of dynamic absorptive capacity and positive psychological capital affecting personal innovation As well as

the significance of technological knowledge as a moderating variable, the corresponding hypothesis of influence relationship is proposed. The conclusions of the research put forward new directions that are conducive to the learning and training of personal innovation ability.

2. Literature discussion and hypothesis development

2.1 Dynamic absorptive capacity

According to Teece et al. [5], dynamic capabilities represent an enterprise's ability to integrate, build, and reconfigure internal and external capabilities to cope with dynamic environments. Eisenhardt and Martin [6] describe it as a process of enterprise integration, reconfiguration, value addition, release of resource adjustments, and market changes. At the same time, Eisenhardt [6] also pointed out that Dynamic absorptive capacity can be regarded as absorptive capacity or as an individual Ability to absorb knowledge. Therefore, the above viewpoints have expressed to a certain extent that dynamic capabilities can provide significant help in corporate development and personal development.

The literature of dynamic capabilities was developed under the influence of two important papers: Teece et al. [5] and Eisenhardt and Martin [6]; Peteraf et al. [7]. According to Teece and his colleagues, dynamic capabilities represent the company's skills to integrate, build, and reconfigure internal and external capabilities to respond to dynamic environments. Eisenhardt and Martin describe them as the process by which companies use resources-especially the process of integrating, re-allocating, increasing the value of resources and releasing resources-to adjust and even create changes in the market; dynamic capabilities will enable the birth of global SMEs Align with the company's specific resources to meet the needs and opportunities of the business environment. The absorptive capacity was originally used by Cohen and Levinthal [8] as the ability to recognize and value external knowledge, absorb and apply external knowledge. Therefore, the routines of organizing and evaluating the knowledge acquired within the company and updating the existing knowledge base will allow the transformation and utilization of knowledge [9, 10]. These behaviors and practices constitute the so-called dynamic absorptive capacity.

2.2 Personal innovation ability

The term innovation was first proposed by Schumpeter [11]. From the perspective of economics, he defined innovation as "building a new production function", and innovation ability is the continuous provision of economic value and social value in technology and various practical activities. New ideas, new theories, new methods and new invention capabilities of value and ecological value. James believed that innovation does not happen automatically. Only when individuals in the organization continue to grow and change, accept new challenges, learn new skills, and focus on life skills training, create breakthrough moments that enable people to transcend their own limitations and accept new ideas. Personal innovation ability can be improved.

2.3 The relationship between dynamic absorptive capacity and personal innovation ability

Dynamic absorptive capacity is an innovation-driven strategy that designed by an organization in response to market challenges, and it is a formal control force that affects employees and individuals' innovation capabilities. Hurley and Hult [12] studied dynamic absorptive capacity from the perspective of strategic culture. They believed that innovation-oriented companies will actively explore new opportunities, encourage risk-taking and creativity, take risks in unknown and new areas, and reduce personal perceptions of the dangers of innovation. De-Jong and Kemp also pointed out in their research on individual innovation ability that an organization's strategic focus on innovation and a differentiated market competition strategy can have a

positive impact on individual innovation ability. Damanpour [13] found that through empirical research that the attitude of dynamic absorptive capacity to change is obviously positively correlated with the introduction of innovation. In his research on the dynamic absorptive capacity of organizations, Li [14] pointed out that dynamic absorptive capacity means that the organization will increase its commitment to and support for innovation, can promote the progress of the innovation process, and can positively influence the individual's innovation ability. In his research on the integration of market orientation and dynamic absorptive capacity, Du pointed out that dynamic absorptive capacity reflects the degree to which enterprises attach importance to innovation. It can reduce internal resistance to change and promote new systems, which will help individuals develop their personal innovation capabilities. Based on the above analysis, this article believes that dynamic absorptive capacity has a positive and positive impact on personal innovation ability, so this article makes hypothesis:

H1: Dynamic absorptive capacity has a positive effect on personal innovation ability.

2.4 The relationship of positive psychological capital to personal innovation ability

Luthans and Youssef [3] believed that positive psychological capital is composed of four dimensions: self-efficacy (or self-confidence), hope, optimism, and tenacity. Self-efficacy (efficacy), the confidence to present and invest the necessary effort has completed the challenge work; hope, perseverance in order to succeed in accordance with the predetermined goal; optimism, attribute positive events to internal, lasting, and universal causes; resilience, when faced with In times of difficulties and crises, continue to maintain resilience and quickly recover from them, and even get rid of difficulties to success. From the point of view of definition, the four dimensions contained in positive psychological capital fully interpret psychological capital, indicating that in the face of a crisis, employees with positive psychological capital may be more determined, expect success, and can effectively avoid their own shortcomings. And deficiencies also have a great positive effect on the improvement of personal innovation ability. Based on the above analysis, this article makes the following hypothesis.

H2: Positive psychological capital has a positive impact on personal innovation ability.

2.5 The relationship between dynamic absorptive capacity and self-efficacy

Dynamic absorptive capacity is an innovation-driven strategy designed by an organization in response to market challenges, and it is a formal control force that affects employees and individuals' innovation capabilities. Hurley and Hult [12] studied dynamic absorptive capacity from the perspective of strategic culture. They believed that innovation-oriented companies will actively explore new opportunities, encourage risk-taking and creativity, take risks in unknown and new areas, and reduce personal perceptions of the dangers of innovation, which is conducive to promoting the development of personal innovation ability activities. Stajkovic and Luthans [4] used meta-analysis methods to synthesize previous empirical studies on self-efficacy and defined self-efficacy as "people are excited about themselves, recognize resources, and take necessary actions in a given environment to complete Ability for specific behaviors." People with confidence choose challenging tasks, motivate themselves and work hard to achieve their goals, and strengthen their confidence when encountering crises and obstacles. And any time self-efficacy is discussed, it refers to the sense of self-efficacy related to a specific field. Therefore, the innovation drive, encouragement of adventure, and active exploration displayed by dynamic absorptive capacity in the organization are all conducive to the establishment of positive self-efficacy. Based on the above documents, this article makes the following hypothesis:

H3: Dynamic absorptive capacity has a positive effect on self-efficacy.

2.6 The influence of self-efficacy, positive psychological capital and personal innovation ability

Self-efficacy is divided into "self-efficacy and professional self-efficacy". Professional self-efficacy refers to the specific application in the professional field, and the belief of individuals in their ability to organize and implement behavioral processes required to achieve specific goals [15]. The self-efficacy used in this article refers to "people's confidence in whether they can use their own skills to complete a certain work behavior", rather than a single professional field, the perception of specific organization and professional skills, and the coverage will be more comprehensive. Kanter pointed out in his research on authorization that when employees in an organization perceive that they can obtain information resources, colleague support, and good development opportunities at work, they will have better work efficiency. The organization and implementation of dynamic absorptive capacity strategy can provide strategic support for individual employees to implement innovative activities and effectively promote the self-efficacy of knowledge-based employees. In their research on self-efficacy, Mishra and Spreitzer found that organizations can enhance their self-efficacy by improving the work environment of employees. They can provide employees with information, resources and opportunities and other elements to support them, and strengthen employees' perception of control and influence. Continuously improve the self-efficacy of employees. Based on the above analysis, this article assumes that self-efficacy has a positive mediating effect on dynamic absorptive capacity and positive psychological capital. Therefore, this article proposes the following assumptions:

H4: Positive psychological capital has a positive effect on self-efficacy.

H5: Self-efficacy has a positive effect on personal innovation ability.

2.7 The influence of technological knowledge on self-efficacy, positive psychological capital, dynamic absorptive capacity and personal innovation ability

"Technical knowledge" in this study usually involves the use of manual and intellectual skills, tools and other auxiliary knowledge. The type of applied knowledge is called technical knowledge or simply technical knowledge, derived from the Greek word Techné, which means "trade". Research on social control theory believes that internal control power is an important driving force that affects individual behavior [16]. In his research on innovation, Ason also pointed out that personal positive psychological feelings contribute to the development of innovation activities. Technical knowledge is the matching cognitive state of the individual's internal control level. A high degree of fit means that employees and organizations have the same, similar or complementary value orientations, which can bring more communication, attractiveness and perception to employees. Trust, the satisfaction of this psychological need will encourage employees to have a higher sense of belonging and can inspire them to have a higher enthusiasm for work. Zhao Huijuan, carrying out innovative activities and using innovative results can effectively promote the creation of personal innovation capabilities. Wang Zhen and Sun Jianmin pointed out in their research on individual innovation ability that the matching of personal and organizational values affects the individual's personal innovation ability. Based on the above analysis, this article believes that the mental state of technical knowledge and self-efficacy has an intermediary effect between dynamic absorptive capacity, positive psychological capital and personal innovation ability. Therefore, this article proposes the following assumptions:

H6: Technical knowledge has a positive moderating effect between positive psychological capital and self-efficacy.

H7: Technical knowledge has a positive regulating effect between dynamic absorptive capacity and self-efficacy.

H8: Technical knowledge has a positive moderating effect between positive psychological capital and personal innovation ability.

H9: Technical knowledge has a positive moderating effect between dynamic absorptive

capacity and personal innovation ability.

3. Research and design

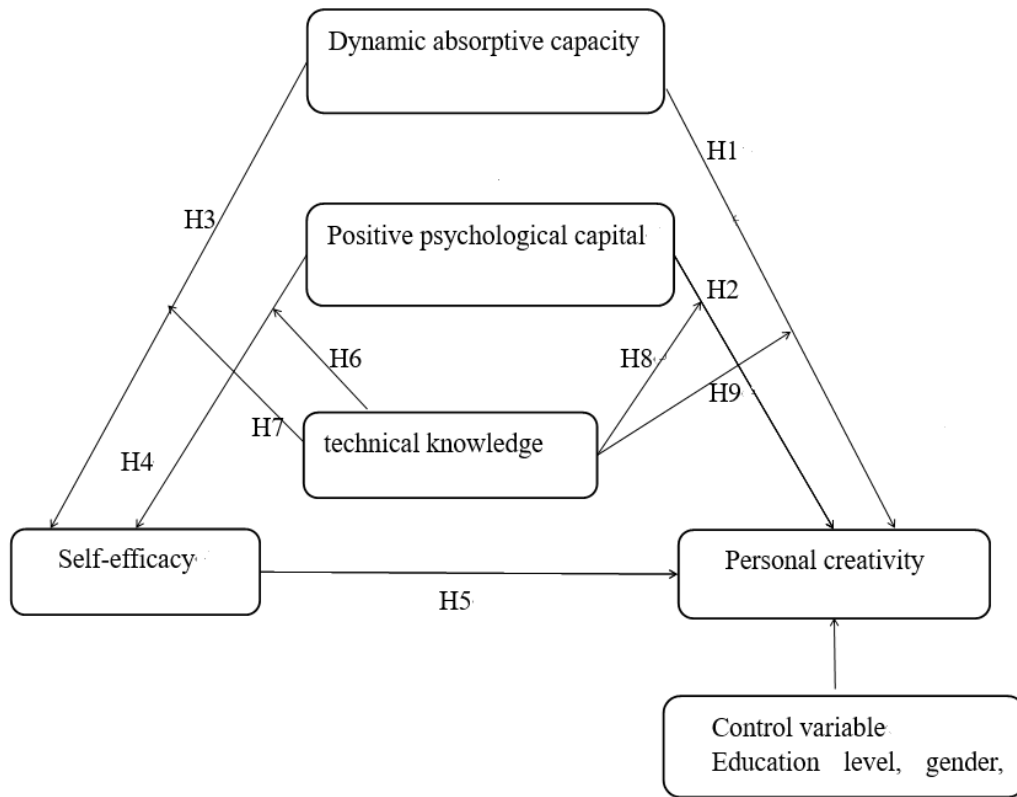


Figure 1 Research architecture diagram
 Source: compiled by this research

3.1 Operational definition and measurement of variables

This research includes seven variables including personal innovation ability, dynamic absorptive capacity, positive psychological capital, technical knowledge and education, age and gender. According to the aforementioned research background, research motivation, research purpose, and literature discussion, we set dynamic absorptive capacity and psychological capital as explanatory variables; technical knowledge as moderator variables; education level, age, and gender as control variables; personal innovation ability as being Explanatory variables. This research will draw on [12], the dynamic absorptive capacity scale items verified by Kevin and Gerald, and form the initial scale used in this research after professional English translation, back translation, and scenario verification. Item items, including 5 items in total.

This study draws on the positive psychological capital scale items proposed in the research of Bock et al. [17] and Wang. According to the concept of positive psychological capital defined in this article, it mainly deals with positive psychological capital from three aspects: organizational justice, colleague collaboration and supervisor support. Psychological capital is measured. There are 6 questions in the measurement scale.

This study draws on the content of the technical knowledge scale items in the research of Zhao and Long [18]; Liu [19], who used a direct measurement method to measure the degree of consistency between employees and the organization's values, a total of 5 questions.

This study draws lessons from the research on self-efficacy by Lei et al., who regarded self-efficacy as the internal motivation formed by employees through the perception of the organizational environment, including two aspects: internal state and comparative state. The cognition of work value and ability, and the comparative state represents the employee's cognition of work autonomy and influence. They used the research scale of Spreitzer et al. [20] to design 9 self-efficacy questions from two dimensions.

This article will draw lessons from Scott and Bruce, 1994 design of the employee's personal innovation ability scale, and measure the personal innovation ability of knowledge-based employees from the aspects of finding ideas, generating ideas, seeking support, and implementing plans, forming five measurement items.

3.2 Sampling method

The research objects of this article are the employees of three companies who have worked. All the research objects are cluster sampling to ensure the validity of the experiment. The questionnaire will be distributed online. For higher reliability, this questionnaire uses Likert On the five-point scale, scores 1-5 represent the five attitudes of "strongly agree, agree, not necessarily, a little disagree, and strongly disagree" respectively, which are recorded as 5, 4, 3, 2, and 1 respectively. And add the scores to get the score of the research object, in order to ensure the accuracy of the test.

The purpose of this research is to explore the specific research factors influencing personal innovation ability: dynamic absorptive capacity and positive psychological capital's influence on personal innovation ability. In response to the research questions of this research, this research uses the in-service personnel of three companies who have worked as the research sample. The main method is to distribute questionnaires through the Internet for survey collection. It is planned to distribute 1,000 questionnaires, and it is estimated that 600 questionnaires will be returned. The returned questionnaires will pass the SPSS repeated data check and counting function to eliminate samples that do not meet the requirements and fill in the questionnaire. The completion rate is less than 80%. Sample questionnaires, very random samples, samples with missing important information, etc. After obtaining a number of valid questionnaires, the data will be sorted and coded and entered into Excel for file construction, which is conducive to later use. This study will use the hierarchical linear modeling (HLM) research method for inspection and analysis. The HLM research method can solve the problem of data in the research process. Nesting problems are also more conducive to tracking research and repeated data measurement research.

3.3 Expected research results

After the data analysis results are obtained, the research results are obtained by analyzing each variable and hypothesis. It is expected that all data support the research hypothesis. Dynamic absorptive capacity has a positive influence on personal innovation ability, and positive psychological capital has a positive effect on personal innovation ability. Positive influence; dynamic absorptive capacity has a positive effect on self-efficacy; positive psychological capital has a positive and positive effect on self-efficacy, self-efficacy has a positive and positive effect on personal innovation ability; technology Knowledge has a moderating influence between dynamic absorptive capacity and self-efficacy; technical knowledge has a moderating influence between positive psychological capital and self-efficacy; technical knowledge has a mediating effect between dynamic absorptive capacity and personal innovation ability; Technical knowledge has an intermediary effect between positive psychological capital and personal innovation ability.

On the basis of the research results, combined with the purpose of this research, it is pointed out that this research is insufficient: personal innovation ability is the result of a combination of multiple factors. Due to the limitation of research theme, personal energy and time, this research only discusses dynamic absorptive capacity, positive the relationship between psychological capital, technical knowledge, self-efficacy and personal innovation ability does not involve more variables and has certain limitations. In the follow-up research, it may be necessary to introduce more variables to explore the influence of other factors on personal innovation ability in more depth.

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The Impact of Green Consumption Cognition on Green Purchasing Intention: From the Perspective of Face Awareness

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Abstract

In recent years, green consumption gradually appears in people's vision. But many consumers still stay in the level of consciousness about green consumption in China. Therefore, it is very important to explore the influencing factors of consumers' green purchasing behavior. In this paper, we consider the traditional knowledge-confidence-action model. Through the online questionnaire, this paper explores the impact of green consumption cognition and green perception value attitude on green purchase, and how face consciousness regulates the above relationship. The expected result is that green consumption cognition has an impact on green purchasing intention through green perception value, and people with high face consciousness are more likely to have prosocial behavior. Based on the results and conclusions, we hope to enrich the research of China's local consumer behavior and provide guidance for enterprises to promote green products.

Keywords: Green consumption cognition, green perception value, green purchase intention, face awareness.

1. Introduction

In recent decades, the global economic and social development has been Attracting a lot of attentions, but the sacrifice behind the “brilliance” is the environment. Especially in haze, land desertification, shortage of resources and energy, and global warming, which have become increasingly prominent. Moreover, people have become more concern about environmental protection. In the face of increasingly severe environmental problems, it has become a global consensus to control the deterioration of the environment, improve the efficiency of resource use, and achieve sustainable development.

In the 1960s, in order to better protect the environment in emerging markets, most of researchers focus on people how to effectively promote green consumer behavior and green consumption behaviors are very fruitful, but considering China's unique culture, the concept of face, emphasizing human sentiment, and the concept of pomp, extravagance and wasteful behaviors often appear in the Chinese market. This seems to be contrary to the connotation of green consumption. People are wondering that Chinese traditional cultural values can promote consumers' green buying behavior? In order to answer this question, this article attempts to combine the relevant knowledge of psychology and consumer behavior, based on the perspective of face awareness, comprehensively consider green consumption cognition, green perception value and green consumption intention, and explore the mechanism of its effect, hoping to solve Green development issues in the context of our country provide suggestions for relevant decision-making.

The main purpose of this article is to explore the factors that affect consumers' green buying behavior and the interaction between various factors from a psychological level. Hope to provide some theoretical extended for the expansion of the green marketing market for enterprises. Specifically, it is mainly divided into the following aspects: (1) Based on the data

of the questionnaire, a preliminary understanding of the overall overview of consumers' green buying behavior, and a descriptive analysis of consumers' demographic characteristics and green buying behavior; (2) Combining psychology and consumer behavior to explore the mechanism of green consumption cognition, green perception value, and green purchasing intention. On the basis of relevant research, construct the research framework of this article, analyze the factors that may affect green buying behavior, and find out the main influencing factors; (3) According to the research results and conclusions of this article, which can help the government to control environmental pollution and enterprises. Carry out green marketing to provide theoretical support.

2. Literature review

2.1 Green consumption concept

Regarding the definition of green consumption cognition, Zhang (2017) started from the perspective of cognition. She proposed that cognition can be understood as the activity or process of cognition, that is, the information processing process of the brain [33]. After receiving the information, simplify and process first, and then form a concept for judgment. Brian (2001) proposed that green consumption awareness is mainly divided into two dimensions: environmental knowledge and environmental awareness [2]. Environmental knowledge refers to consumers' mastery and understanding of natural environmental knowledge; environmental awareness refers to consumers' awareness of environmental issues. Xiao (2015) proposed that many people simply understand green perception as the understanding and purchase behavior of a certain green product, and a correct understanding of green perception requires consumers to be concerned about resource and environmental issues while addressing these issues [28]. Carry out in-depth thinking and take the initiative to protect the environment and save resources. Ye (2019) believes that green cognition not only includes knowledge about green consumption, but also has to be able to understand and recognize, and eventually rise to behavior [29]. Therefore, this article believes that the perception of green consumption is not only the consumer's understanding of green consumption knowledge, but also the consumer's own awareness of the resource environment and the awareness of green consumption.

2.2 Green perception value

The concept of green perceived value comes from perceived value, which can be traced back to 1969. Kotler (1969) proposed that the level of consumer satisfaction determines the level of consumer perceived value. People have gradually realized that merely improving the quality of products or improving the deficiencies within the enterprise can no longer retain customers, [17] but to produce products that consumers want. Later, marketing master Peter Drucker proposed in 1954 that what customers buy and consume is not products but value, which is the prototype of perceived value. The scholar Michael Porter (1985) pointed out that "competitive advantage ultimately comes from the value that the company creates for customers that exceeds the cost of the product itself [19]. If the price of the product provided by the company can be lower than its opponent but has the same benefits, or it can provide more than other products. The unique value of the opponent has more than compensated for the high price, so the company has a relatively competitive advantage." Zeithaml (1988) formally put forward the concept of perceived value, that is, consumers' overall evaluation of product utility based on the perception of income and payment [31]. He believes that the producer cannot control the consumer's perceived value, which is determined by the consumer's inner feelings.

2.3 Green purchasing intention

Intention refers to a behavioral tendency, which is a variety of mental activities that an

individual takes place before his behavior occurs. In terms of the occurrence of a specific behavior, generally speaking, the stronger the intention, the higher the probability that people are willing to complete the behavior, and they are willing to make more efforts for this (Fishbein & Ajzen, 1975). From the above definition, it can be concluded that the stronger the intention of people to implement a certain behavior, the higher the possibility of actual behavior [5]. Hong (2019) believes that intention refers to the willingness of an individual to perform a certain behavior without external influence [8]. As for the definition of green consumption intentions, there is no uniform conclusion in the academic circles. Most scholars believe that green purchasing intentions refer to consumers' tendency to implement green consumption and willingness to make certain efforts for green consumption. Lin (2019) pointed out through research that green consumption intentions are mainly affected by the subjective norms of green consumption, [14] intuitive control of green consumption, and green consumption attitudes, which in turn affect consumers' actual green consumption behavior. Yu (2001) believes that green purchase intention refers to consumers' willingness to purchase green products and services for the purpose of environmental protection or pollution reduction [30].

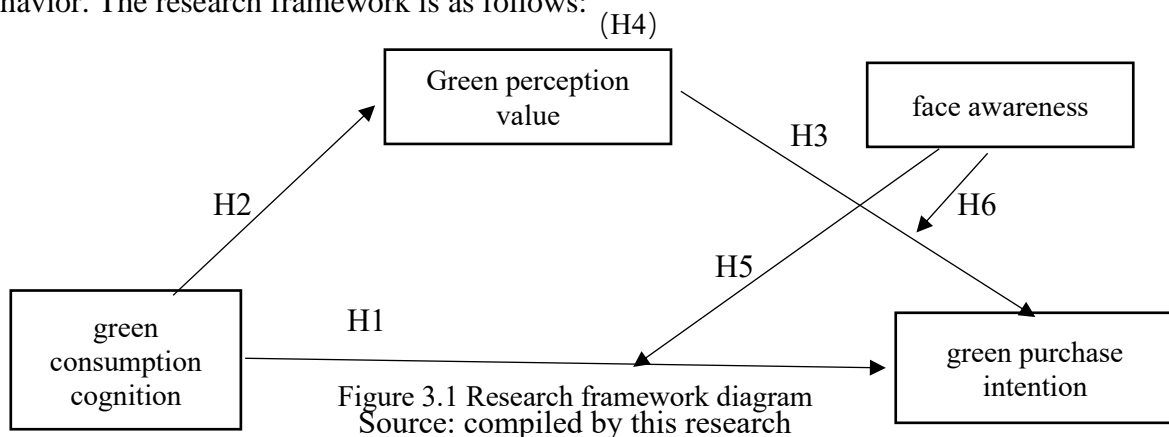
2.4 Face Consciousness

Lin (2002) pointed out that face is deeply rooted in Chinese society. It is an important aspect of understanding Chinese social behavior and Chinese traditional culture [12]. Face is psychological, not physiological. It is the most delicate standard in interpersonal communication. According to impression management theory, Goffman (1995) pointed out that face is the positive social value that others think they should obtain when they are recognized by others in a specific social interaction [7]. Whether a person has face or not depends on others' evaluation of himself. Zhai (2006) believes that face is a personal identification behavior and psychology after impression modification in order to cater to a certain social circle [32]. Wan (2018) believe that consumers' face is the need for consumers to show their self-identity by groups and society through some consumption activities [21]. Li et al. (2006) have constructed the concept of consumers' face [13]. The purpose of consumers to buy some products is to protect, enhance or save face. What they mainly care about is the symbolic value of products [3]. To sum up, this paper believes that face is mainly the positive social evaluation consumers hope to get from others in their consumption activities, so as to obtain psychological satisfaction.

3. Research method

3.1 Research frame diagram

This article mainly explores the impact of green consumption cognition on green buying behavior. The research framework is as follows:



3.2 Variable measurement and research hypothesis

3.2.1 Green consumption cognition and green purchase intention

Bandura believes that cognition is the basis of behavior, and that the subject's cognition, environment, [10] and behavior are mutually independent and interact with each other (Kefu, 2013). Cognition is the product of an individual's mental activity, and it is the process of storing, coding, reconstructing, forming concepts and making judgments about the information during the activity. The change of behavior does not happen overnight. Most individual behavior changes follow the knowledge-belief-behavior model, in which cognition is the basis of behavior change (Westbrook et al., 1991). Based on this theoretical model [25], Ye (2019) studied the influence mechanism of green cognition and green emotion on green consumption behavior [29]. The research divides green cognition into three dimensions, namely resource and environmental knowledge, perception of resource and environmental issues, and individual green responsibility cognition. The research shows that green cognition has a positive impact on consumer behavior. Zhang (2012) also divides the perception of green consumption into three dimensions [34], namely perception of resource and environmental issues, knowledge of green products, and awareness of green consumption. The results of the study found that the green consumption awareness has a direct positive effect on the intention of green consumption behavior, and the knowledge of green products has no direct effect on the purchase behavior. Zhang (2017) adopted a broad cognition definition [33], and defined green consumption cognition as the psychological activity of consumers' understanding and evaluation of green consumption. The research results show that green consumption cognition is related to consumer values and green consumption in the context of Chinese culture. There is a significant intermediary effect among consumer behaviors. Bagozzi (1981) confirmed through research that the perception of green consumption will significantly positively affect green purchase intentions [1]. This article proposes hypotheses:

- H1: Green consumption cognition will positively influence green purchasing intention.
- H1a: Green consumption knowledge will positively affect green purchasing intention.
- H1b: Green consumption awareness will positively affect green buying intention.

3.2.2 Green consumption cognition and green perception value

Dao (2016) explored the psychological process of green consumption behavior by combing the literature [4]. He decomposed the psychological process of green consumption into cognitive, emotional and conscious processes. The cognitive process centers on green attitudes, which are influenced by values, environmental awareness, environmental knowledge and cultural factors. Cognition can be understood as a cognitive activity or process of cognition, and green consumption cognition can be understood as a complex series of memories, synthesis, and judgments of green product information and green consumption behavior-related knowledge and information by consumers based on the previous content. These processes will create an impression on consumers' psychology, and they will continue to deepen and improve (Zhang & Sun, 2015). Fred (1989) pointed out that the perception of green consumption mainly includes environmental knowledge and environmental awareness. Perceived green value is the perception of value that consumers get after comparing what they gain and what they lose from green products and services [6]. Therefore, perceived green value is subjective. When consumers' awareness of green consumption is gradually increasing, that is, consumers are willing to actively understand environmental knowledge and form an awareness of environmental protection [9], believing that green consumption is their own obligation and can even sacrifice some personal interests. And put forward the hypothesis:

- H2: Green consumption cognition will positively affect green perception value.
- H2a: Green consumption knowledge will positively affect green perception value.
- H2b: Green consumption awareness will positively affect green perception value.

3.2.3 Green perception value and green purchase intention

Green perception value refers to the overall evaluation of green products and services formed by consumers after measuring the benefits and costs of green products and services (Zhao & Ai, 2017). Lee (2020) found through research on green cosmetics that consumers' perceived green value has a significant positive impact on purchase intentions [11]. Zhang (2017) found that consumers' perceived value has a greater impact on their intention to purchase agricultural products through their research on green agricultural products. The main reason is that green agricultural products are cyclical and perishable. Mackinnon (2016) constructed the relationship between green perceived value, green trust, and green purchase intention based on perceived value theory and trust theory [15]. The results of the study found that both green perception value and green trust have an impact on green purchase intention, and green perception value positively regulates the relationship between green trust and green purchase intention. As a symbol and symbol of green products [18], it can show that consumers are concerned about the environment and can convey a sense of environmental protection and responsibility to others (Li & Yu, 2021). As environmental knowledge gradually gains popularity among the people [20], consumers' environmental awareness is also rapidly increasing as the environment is gradually deteriorating.

H3: Green perception value have a positive impact on green purchase intention.

3.2.4 The mediating role of green perception value

In the traditional knowledge-belief-behavior model, cognition is the foundation. Individuals use the knowledge they have acquired to think [22], and after they rise to beliefs, they generate positive values and change individual behaviors (Feng, 2019). Wang, (2015) expanded the model on this basis. They believe that consumers' ecological civilization behavior generally follows the traditional model [23], but it does not follow this path alone. Cognition not only directly affects ecological civilization behavior, but also have an indirect effect on behavior by influencing beliefs. Wasim (2020) also reached a similar conclusion through values-attitude-behavior. He believes that green perceived value can be used as an intermediary to influence green buying behavior [24]. In summary, this article believes that green consumption awareness can not only directly affect green purchase intentions [26], but also influence green purchase intentions through green perceived value. Based on the above discussion, this article proposes hypotheses:

H4: Green perception value play a mediating role between green perception and green purchasing intention.

3.2.5 Face awareness and green buying intention

The theoretical basis that faces awareness affects consumer behavior is the theory of impression management. People have the psychology of actively spreading positive impressions when interacting with others. The motivation of impression management will make people restrict their behaviors in accordance with social norms recognized by others, sometimes even willing to sacrifice one's own interests to get a good impression of others. (Goffman, 1955) And China is a typical collectivist society. Chinese people value the opinions of others more. Therefore, people with high face consciousness will care more about the social attributes of products. Scholars such as Yu (2020) studied how use context and price level adjust the influence of face awareness on the purchase intention of green products, and found that face awareness will affect the purchase intention of green products in an open context. Wu et al. (2015) explored the influence of Chinese traditional cultural values on environmental protection behavior [27]. They divided the influence of cultural values on people into independent self-construction and dependent self-construction, and the corresponding ones are individualistic culture. And collectivist culture, research has found that consumers' dependent self-construction has a

significant impact on their green buying behavior. De et al. (2015) found that compared with the personal self with lower face awareness, the personal self with higher face awareness is significantly more likely to try ecological behaviors, and that social value orientation and in-group identification are important for ecological consumption behavior. Will have an impact, face awareness plays a moderating role in the above relationship. Therefore, the research on the influence of face consciousness on consumer behavior has more theoretical support. Based on the reading of related literature, this article divides face awareness into two dimensions, namely, gaining face and maintaining face. Make the following assumptions:

H5: Face awareness plays a positive moderating role between green consumption cognition and green buying intention;

H6: Face awareness plays a positive moderating role between green perception value and green purchase intention.

4. Data analysis

4.1 Questionnaire recovery

This article collected a total of 584 questionnaires online through the questionnaire star software, of which 546 were valid questionnaires, and 38 invalid questionnaires were deleted. The valid questionnaires accounted for 93.5% of the returned questionnaires. The 38 deleted questionnaires are mainly sample data with inconsistent answers to repetitive questions, answering time less than 30 seconds, and answers to one value. Because there are 34 questions in this questionnaire, it is less likely to be answered carefully in less than 30 seconds, so these questionnaires are deleted to avoid interference with subsequent research.

4.2 Hypothesis test

This article mainly uses the method of establishing structural equation model to verify the direct effect and the mediating effect, and the method of hierarchical regression to verify the moderating effect:

Table 4.1 Direct effect

			Standardization	S.E.	C.R.	P
M	<---	X	.977	.035	27.833	***
Y	<---	X	0.717	0.585	1.983	.027
Y	<---	M	0.784	0.618	-2.484	.008

Note: X stands for green consumption perception, M stands for green perceived value, Y stands for green purchase intention

It can be seen from Table 4.1 that the three standardized coefficients are all positive numbers values are all less than 0.01. It shows that green consumption perception has a significant positive impact on green purchase intention; green perception value has a significant positive impact on green purchase intention; green consumption perception has a significant positive impact on green perception value. It can be seen that H1, H2 and H3 in this article are all valid.

Table 4.2 Mediation effect

			estimate	Bootstrap Bias-Corrected CI5%		result
				Lower	Upper	
M	<---	X (direct effect)	.663	.468	5.889	***
Y	<---	M (direct effect)	.184	.188	.272	***

		estimate	Bootstrap Bias-Corrected CI5%		result
			Lower	Upper	
Y	<--- X (direct effect)	.245	.739	10.295	***
Y	<--- X (indirect effect)	.498	.432	.615	***

Note: X stands for green consumption perception, M stands for green perceived value, Y stands for green purchase intention

It can be seen from Table 4.2 that the direct and indirect effects between the variables are both significant, indicating that there is a partial mediating effect, that is, H4 is established.

Table 4.3 Moderating effect

	Beta	M1 t	P	VIF		Beta	M2 t	P	VIF
Constant		253.295	.000	4	Constant		.478	.000	
X	.514	10.509	.000	4.268	T	.392	5.956	.000	3.105
Centralization					Centralization				
T	.457	9.339	.000	3.029	M	.240	3.641	.000	4.335
Centralization					Centralization				
Interactive 1	.181	4.965	.000	4.559					
Interactive2						.126	3.464	.001	3.541
R ²	.929					.925			
Adj	.932					.929			
R ²									
F	24.650***					26.452***			

It can be seen from Table 4.3 that the interactivity 1 and 2 are both significant and positive, and the change in the R-square is also significant, indicating that face awareness will positively regulate the impact of green consumption cognition, green perception value and green purchase intention.

5. Research result

5.1 Research conclusion

Based on the research results of many scholars, this article uses green consumption cognition as the independent variable, green purchase intention as the dependent variable, green perception value as the intermediary variable, and face awareness as the moderating variable, and conducts the empirical analysis of the above theoretical framework. Analyze and test the hypotheses put forward and draw the following conclusions: As consumers' green consumption cognition and green perception value increase, their green purchase intentions will increase; green perception value has a direct intermediary role in green consumption perception and green purchase intention; face awareness will positively regulate green consumption perception, The relationship between green perceived value and green purchase intention.

5.2 Research contribution

First of all, with the development of my country's economy and the accumulation of residents' wealth, various unreasonable consumer behaviors are increasing. Consumers have different perceptions of green consumption, which will lead to different consumption behaviors. And

people's consumption behavior will not only be affected by cognition, but also by the external environment and culture, so its mechanism of action is actually more complicated. This article mainly discusses the mechanism of green consumption cognition and green perception value on the intention of green purchase behavior. The conclusions of the study will help the government and enterprises to take corresponding measures to better guide people to green consumption.

Secondly, this article uses questionnaire surveys to truly understand consumers' green consumption perceptions and green buying behaviors in some regions of my country and conduct in-depth discussions on various variables from multiple dimensions and dig deeper into the internal relationships of various variables. Which helps to discover the internal factors of consumer behavior.

Finally, this article serves as an empirical study to explore the mechanism of green consumption perception, green perception value, and green purchase behavior intention. The results and conclusions of the research can provide theoretical support for companies to carry out green marketing and expand the green product consumer market. And this article creatively uses face awareness as a moderating variable, which will help companies from a new perspective, that is, how to use face to improve consumers' purchasing intentions for green products, thereby promoting the actual occurrence of green buying behavior.

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Development of IT Problem-Reporting System: Case Study of Office of the Permanent Secretary for Defence

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Abstract

This research aims to develop IT problem reporting systems to manage problem-reporting missions and to enable administrators to use them as tools to control operations more efficiently. The defence information and space technology department (DIST) provides information technology services to troops operating in the office of the permanent secretary of defence (OPSD). According to an enormous number of users using information technology services, researchers have found that the significant challenge is no notifications of reporting problems. Therefore, this research is to develop information technology problem-notification systems and provide the initial assistance guidance to non-skill users. The IIS system assists to solve the problems that related generally to information technology troubles. Thus, IIS system support the operation of the design analysis, develop information technology problem reporting system. IIS system developed for the greatest advantages of delivering information technology services, as well as to resolve information technology problems.

Keywords: Notification, Customer Service, Problem-reporting, IT Services Management

1. Introduction

The defence information and space technology department (DIST) is responsible for providing information technology services to troops operating in the office of the permanent secretary for defence (OPSD), which is a large group of information technology users. Users in this group do not have the ability to use ICT well, and there are mainly problems with receiving notifications for support services. As a result, OPSD often has problems managing to solve problems for users appropriately and timely.

The researchers considered the reasons for the necessity of this problem need to be solved. The study shown that the solution to this problem is to use information technology to support the development of information technology problem reporting system and the development of this information technology problem reporting system to meet the needs of the group of users of the agency. Develop a clearer process management system is more systematic sequencing of problems [1]. The main functionality of the proposed system is to identify who is troubleshooting the problem, to check the status of the current job, to find and track solutions quickly and easily, to provide statistics of problems, to collect problem reporting information, and to use useful information for further work. The new system supports the storage of detailed evidence of requests and categories problems, which can be easily searched and does not cause data loss when requests are reported, and the system can report new jobs immediately. This reduces workload and shortens the time it takes to troubleshoot administrator problems [2].

In the future, the system will be able to use the data collected for analyzing the common problems, create the requested issues. Data can be used to predict results in advance, and it can

be able to prevent the problems caused by malfunctions. These functions help to operate, make it more efficient, and be the starting point for the next system to use this information.

This study aims to develop the information technology problem reporting system of OPSD. To develop a problem reporting system that meets the needs of users immediately and facilitates IT by managing messages, organizing messages, and managing information technology problem notifications for each person on the team immediately. Administrators can use the new system as a tool to control operations more efficiently. The expected benefits of developing this notification system are to help to reduce the duration of the notification process and fix the problem [1]. It can be applied to other departments. The collected data can be used after the completed development of the system can be used for further use in the implementation of the operation. Consequently, providing the suitable notification of information technology issues and giving basic advice to users are the responsibility of administrators for improving functionality and better efficiency.

2. Analysis and Design the Proposed System

2.1 Scope of knowledge and competency of personnel

Users need to have a basic knowledge of computer devices. Whether it's a brand or a relatively preliminary model. To easily understand the administrator, you can use the problem so that it can be solved quickly and efficiently. Good quality users should have knowledge of internet use, as they are now more developed in this regard. Therefore, users always need to learn more in order to be able to use the Internet safely and efficiently. However, the problem is caused by users in the organization. There is no basic knowledge of the device or the details of the problem or even the use of the Internet.

2.2 Theory of System Analysis and Design

The Software Development Life Cycle (SDLC) consists of seven key stages [3]:

Determining problems is the study of work systems and problems. Define system requirements the possibility of creating a system to set objectives and boundaries to be clear is a feasibility study.

Analysis is the process of implementing the current system's operations by collecting data and using it for analysis. Check for problems This is a very important part of the operation and the part that can be modified or improved.

Design is the process of applying components derived from the determination of problems, which is characteristic of the scope of research and analysis, which is characteristic of the instruments used to the sequence of developments, which in the design section leads to the planning of the element structure, both within the system and the main structure of the work that is current and future after the development of the system is completed.

Development is the process of developing a system using a scoped tool. To develop in conjunction with scope to develop to meet the objectives set out above. This development process focuses on deployment. Consider the development that best suits technology in modern times.

The test is a functional test. Checking for errors, including sharing user manuals, reviewing system processes to meet certain boundaries and being able to meet specific objectives.

Installation is when it is developed, and the results are tested. No errors were found, so the scope and objectives could be completed, ensuring that the system was practical and would be

the process of installing the system for further use.

Maintenance to improve changes to the needs of potential users to support the future or encounter additional user problems.

2.3 Theories and technologies.

A database is a collection of related information in one place. Everyone involved is compatible. A database is a structure of a computer used to store two parts of data: user data, which relates to raw data that interests users, and metadata, or data [4].

Database Management System (DBMS) is a group of programs that manage data in a database and control access to data, including its functionality in handling data and the language in which data is used [4-5].

There are several benefits of DBMS are: 1) to create an environment where users have better access to data and enables better data management. Such access enables users to respond quickly to changes in the environment. 2) to improve data security cause more data users increases the risk of data security. They have invested a lot of time, effort, and money to ensure that their data is used properly and appropriately. 3) to improve data integration capabilities and can provide a broader picture of the data stored in the database. 4) to reduce data inconsistencies which is occurred when data is stored in multiple places. 5) to perform quickly queries. 6) to develop decision-making good data management and data access development can help create quality information technology data, and when we have quality data. It can make better decisions, but nevertheless, the DBMS cannot guarantee good quality data, but it can help to provide a framework that facilitate the management of the quality of the data. 7) to increase user productivity so it can combine with the tools used to convert data into information technology. Information let users to make quick and accurate decisions. This brings the difference between success and failure in business.

PHP (Personal Home Page) is a script language [6]. Modern information services are a medium of contact, and one that is gaining popularity. Nowadays, web sites have evolved in various areas. It is a matter of beauty and exoticist. Modern information services are a medium of contact, and one that is gaining popularity. Another unique capability of PHP is the database enabled web page [7], allowing HTML documents to connect efficiently and quickly to database systems, making it easy to meet the needs of listing and receiving orders, as well as storing important information over the Internet.

MySQL: the database management program developed by MySQL AB is responsible for systematic data collection. Supports SQL statements as a data collection tool that must be integrated with other tools or programs [8]. The program is designed to run on a wide range of operating systems and is the most deployed open-source database system. MySQL is a commonly used RDBMS (Relational Database Management System) and is likely to rise in the future.

XAMPP helps website developers test website programming because when php is installed, followed by installing MySQL to manage databases. Because it is an Apache web server program that comes with install and use just download, distribute files, and install them right away. XAMPP helps to create an installation integration program for Apache developers to make it easy and convenient to use [9]. For developers, XAMPP has set default values for everything (all features turn on).

LINE is an application for chatting on various communication devices. Users can type messages from one communication device to another. The main feature is it has been developed to have various abilities to support the usability of users in many ways. The reason that developers use LINE because it is commonly used as an official communicated channel in the organization [10-11]. By forecasting that in 2021, Thailand will completely enter the aging society. The elderly population in Thailand is about 20 percent, and Thailand have the national economic and social development plan to improve the quality of life of the residents. Based on this information, the most important variables in today's Socio-Economic era are Wireless social networks, which are nowadays being communicated through various applications. Consequently, LINE is one of the most popular application in Thailand [10].

3. Research Methodology

In the study of "Information Technology Problem Reporting System, OPSD" to comply with the origin and problems. Research objectives and theories in various developments, design details, describes how system analysis, database design, user interface design, and database design are applied and used.

Existing System: The operation process of the information technology problem reporting system is as follows:

3.1 Data Collection:

Researchers collect data and define for the specific problems. This procedure is to identify information in which it can be modified or developed or not. The new proposed system can improve operational efficiency and solve problems according to the specified objectives.

Users of the system are divided into three groups in an operation:

- *End-users* are personnel working in the OPSD who are encounters the problems. Examples of common problems are information technology systems are not available, there is a crash in the system, inquiries help, and would like to contact the system administrator to help resolve any issues.
- *Administrator* is the group of persons who receives notification of the problem from the users to take actions, to correct, or to provide support according to the details provided. Their duties are to correct the problems and report the operations to the supervisor. Officers at this level are officers who work as technical officers. Technical officers or those who work in responsible areas are involved.
- *Supervisor* is the user who assign tasks, monitor the staffs' performances, and check that the job was done? Supervisor aims to satisfy users, and sometime, assigns senior supervisors to assist to solve the problems as well. This level of supervisor is the director of the division, the head of the department, or the person who performs works in the relevant areas of responsibility.
-

3.2 Implement

the researchers analyzed and designed the system to meet their needs so that the problems could be solved in accordant with the specified objectives, as well as to be practical and effective.

3.3 Test

the researchers completed the system according to the design plan. The researcher presented this system to the supervisor. To consider practical work to benefit administrators and organizations that will benefit from this benefit and to further develop the information obtained from this system in the future.

3.4 Research Result

the researchers developed it in PHP format and used a storage system to meet the intended purposes. The system can also be run through a website or Web browser on a computer or tablet to support users, administrators, and users [12].

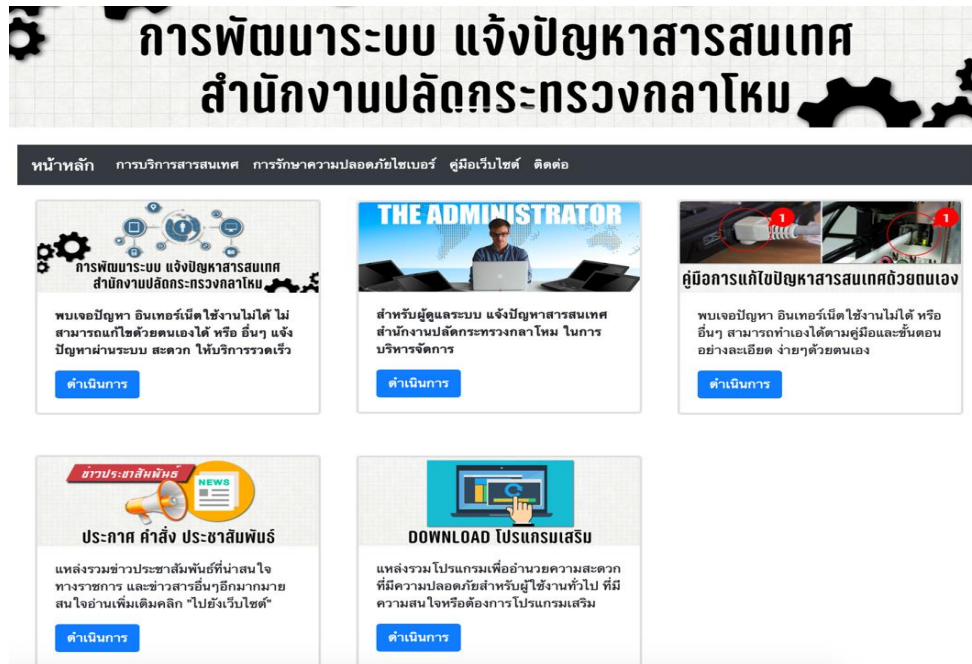


Figure 1. Main screen of IT problem-reporting system

Figure 1 shows the main screen of the proposed system [13]. There is a separate section of reporting and management issues for administrators. There is also a public relations section and provides solutions for users to study by following the instructions to solve the problem themselves [14].

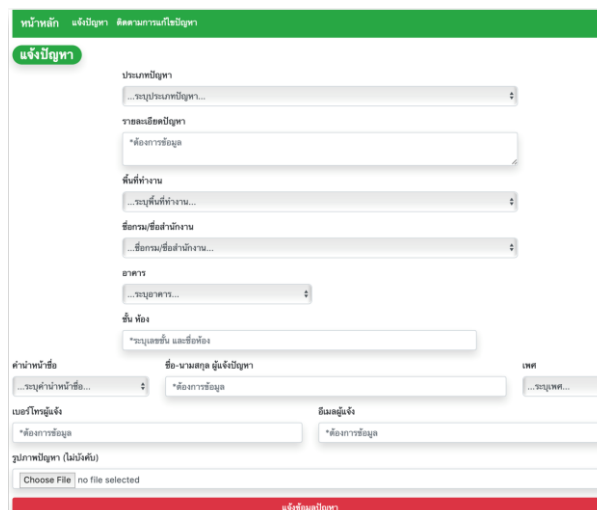


Figure 2. Screen for notifying of technology-related problems.

This section is for receiving information from users about technology issues [15], as shown in Figure 2, including uploading images of problems so that support teams can investigate and resolve the issue initially.

ลำดับ	หน่วย	วันที่แจ้ง	ประเภท	รายละเอียดปัญหา	ผู้แจ้งปัญหา	สถานะ	ข้อมูล
17	สน.ภ.ท.	05/04/2021 16:38 น.	ฮาร์ดแวร์	เครื่องคอมพิวเตอร์เปิดไม่ติด จอแตกมีเส้นรุ้งขึ้น	พลทหาร มนต์ พรหมมา email : manus.p@gmail.com เบอร์ติดต่อ : 0876543212	รอดำเนินการ	คลิก
16	สง.รอง ปล.ภ.ท.(๑)	05/04/2021 16:33 น.	ฮาร์ดแวร์	เครื่องพิมพ์พิมพ์ไม่ได้ ต้องการ แอร์ปริ้นเตอร์จำนวน ๒ เครื่อง	จำสิน โท ขวัญชัย อยู่นั่นคง email : kwanchai.k@mod.go.th เบอร์ติดต่อ : 0988776544	รอดำเนินการ	คลิก
15	สน.จร.ทั่วไป	05/04/2021 16:31 น.	ซอฟต์แวร์	ต้องการติดตั้งโปรแกรม โหลดหนังสือ	เรืออากาศโท ธนิสร เดือนจันทร์ email : thanison.d@mod.go.th เบอร์ติดต่อ : 0855447633	รอดำเนินการ	คลิก
14	สน.	05/04/2021 16:26 น.	ฮาร์ดแวร์	ups มีเสียงเตือนดังไม่สามารถจ่ายไฟออกมาได้ รบกวนเข้ามาดูหน่อย	นาวาอากาศเอก รมกร ศรีสุข email : ronakron.s@gmail.com	รอดำเนินการ	คลิก

Figure 3. Screen for tracking troubleshooting.

Figure 3 shows a part of the list screen for troubleshooting repair follow-up issues, showing all the details reported in the system that users can click to check for notifications of data. This is the main screen of monitoring situations, such as pending operations being completed or canceled.

ลำดับ	ประเภท	วัน/เวลา	รายละเอียดปัญหา	ผู้แจ้งปัญหา	สถานะ	รายละเอียด
17	ฮาร์ดแวร์	05/04/2021 16:38:29	เครื่องคอมพิวเตอร์เปิดไม่ติด จอแตกมีเส้นรุ้งขึ้น	พลทหาร มนต์ พรหมมา อีเมล : manus.p@gmail.com เบอร์โทรศัพท์ : 0876543212	รอดำเนินการ	รายละเอียดข้อมูล
16	ฮาร์ดแวร์	05/04/2021 16:33:30	เครื่องพิมพ์พิมพ์ไม่ได้ ต้องการ แอร์ปริ้นเตอร์จำนวน ๒ เครื่อง	จำสิน โท ขวัญชัย อยู่นั่นคง อีเมล : kwanchai.k@mod.go.th เบอร์โทรศัพท์ : 0988776544	รอดำเนินการ	รายละเอียดข้อมูล
15	ซอฟต์แวร์	05/04/2021 16:31:26	ต้องการติดตั้งโปรแกรม โหลดหนังสือ	เรืออากาศโท ธนิสร เดือนจันทร์ อีเมล : thanison.d@mod.go.th เบอร์โทรศัพท์ : 0855447633	รอดำเนินการ	รายละเอียดข้อมูล
14	ฮาร์ดแวร์	05/04/2021 16:26:30	ups มีเสียงเตือนดังไม่สามารถจ่ายไฟออกมาได้ รบกวนเข้ามาดูหน่อย	นาวาอากาศเอก รมกร ศรีสุข อีเมล : ronakron.s@gmail.com เบอร์โทรศัพท์ : 0977440655	รอดำเนินการ	รายละเอียดข้อมูล
13	ซอฟต์แวร์	05/04/2021 16:12:13	ออก report ไม่ได้ ติดปัญหาในเอ็กเซลเปิดไม่ได้	จำเอก สุรเดช ชูสมล อีเมล : suradad.p@mod.go.th เบอร์โทรศัพท์ : 0944332211	รอดำเนินการ	รายละเอียดข้อมูล

Figure 4. Screen for managing problem notifications.

Part of the internal screen that displays the reported transaction information in the system as shown in Figure 4. There is a section of detail information that employees can enter to fill in resolutions as update job status. There are four statuses: pending, pending, working in progress, finish, and cancel. Allow users to view the results and wait for the resolution results.

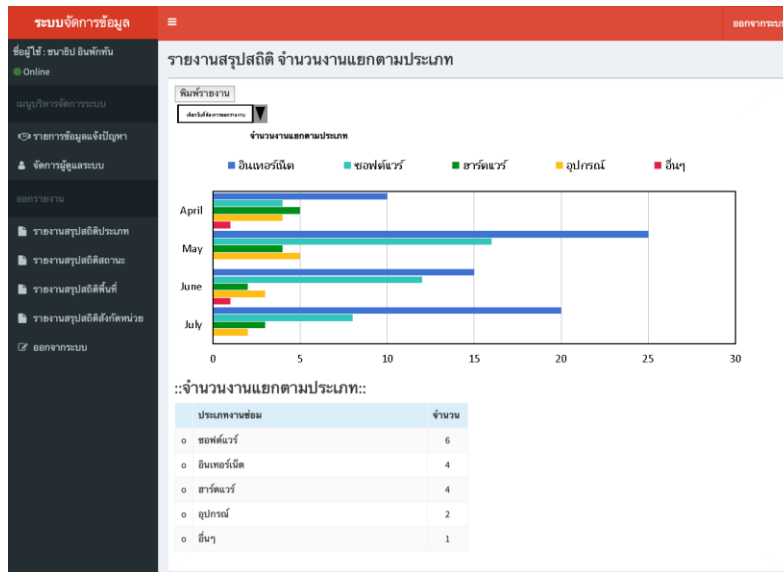


Figure 5. Statistic and Reporting Screen

The screen for the summary report is statistical, sorted by the type in which the problem occurred as shown in Figure 5. Report screen divided into categories, statuses, areas, and institutions. It can be defined to issue reports as needed. This section is very useful for executives, making decisions on improving technology equipment to better meet the needs of users, and to present summaries to support budget planning.

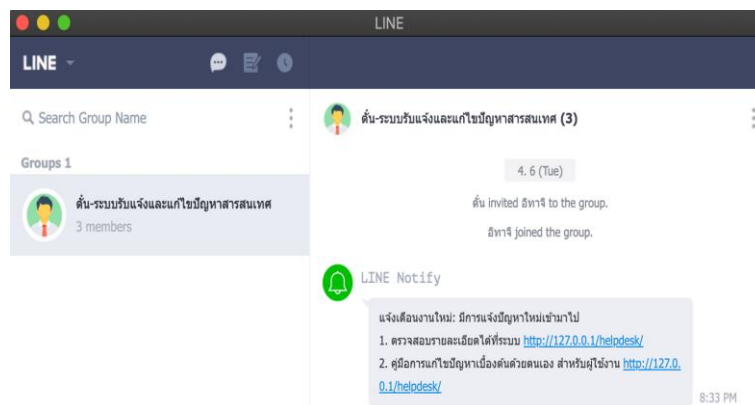


Figure 6. Communicate with LINE application

A section of the application Line screen, there is a notification in a specific administration group which is divided into two groups. Group 1 is admin, able to receive notifications through Line when users report problems into the system. Admin can click the link that alerts to get into the system. Group 2 is informants; they can wait for the notification from the system through Line. When the staff has modified or updated the status of that job. This section is to reduce staff time; therefore, they do not have to wait and find out when jobs have come in.

4. Interviews with system users and administrators

4.1 Interviews with the users

The system can solve information technology problems according to the purpose of the project. It can be used as evidence to track administrator solutions. Full details are specified. It is also possible to attach a picture of the problem when the problem is detected, since most users do

not have much knowledge and experience in using the computer. The issue cannot be clearly explained to the administrator.

4.2 Interview with the admins

This system is specifically designed to assist administrators and is comprehensive and can solve the actual problems identified in this research source problem. This is also recorded as the work of the unit in resolving the problem. It is also possible to use the information that has been added to predict future solutions more quickly.

Figure 7 is a section of the workflow diagram that shows all workflows makes it easier to understand the notification system using the entire system. The Administrators group then tracks the process through the system and the notifications back to the user via Line, where the problem is recorded in the system, and a statistical summary report is prepared.

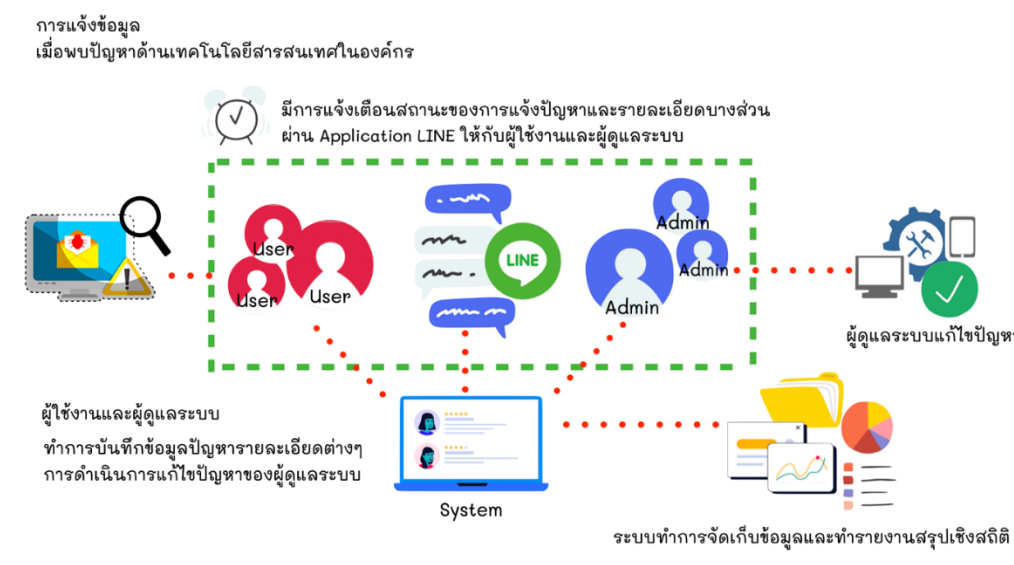


Figure 7. A work process that occurs when a problem is reported.

5. Conclusion

As a development of information technology problem reporting system, the performance can be summarized by using the system as follows:

Users can add detailed information about the problem to the system. According to the interview, the users are satisfied. The system can provide details and attach pictures of problems when problems are detected, as most users do not have much knowledge and experience in computers. The issue cannot be clearly explained to the administrator.

Users can follow up on problem notifications to know the status of users' current jobs. The system can be used as evidence to track problem solving. Full details are specified.

The system can notify users via LINE app immediately. When a new issue is notified (through the Administrators group line), it is not required for administrators to check the system manually that more convenient to operate.

Users can monitor and follow up on problem notifications in the system. Users can see the details of all the problems reported by the user.

The system can search for jobs based on the details displayed. According to the interview, the users are satisfied. The new system can solve problems and record historical transactions. This are also recorded as the works of the unit performance in solving the problems.

The system can update the status of the jobs and specify the progress or operation details.

The system can manage the account name of the users.

The system can issue statistical summary reports, which, according to user interviews, are satisfied. The information can be used to further predict future solutions more quickly.

The system can be used through the web browser on the computer.

The system can be used via web browser on or tablet machine.

Further studies should add more detailed information about the implementation of information technology problems, such as images at the time of operation. Users can find out information of the troubleshooting, tracking section, and understand the steps or solutions. Administrator satisfaction assessments should also be increased. Then users can solve the simple problems. Administrators' loads will be reduced because users are able to evaluate the basic problems. Notifications should be provided to assign tasks to staff, with the system distributing tasks, which may lead to smoother and more efficient responses to problems.

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Tourism Product Innovation, Functional- cognition and Affective-experience: Enhancing Tourist Satisfaction in Domestic of Belt and Road

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Abstract

In post-COVID-19 era tourists want to lead a healthy journey. On the other hand, tourism spots or travel agencies want to innovate the tourism product to cater consumer requirement. The most important target is to enhance tourist satisfaction. Tourist satisfaction is source of value for Tourism Company. Traveler's satisfaction not only comes from tangible elements which provide function-cognition, but also comes from intangible elements which furnish affective-experience. There are many attractive places of interest along Belt and Road in China. These areas want to development tourism industry to eliminate poverty. This research will identify the factors influencing tourist satisfaction in Belt and Road.

Keywords: Tourism Product Innovation, Functional- cognition, Functional- cognition, Tourist Satisfaction

1. Introduction

With the development of improvement technology and economy, more and more people choice travel for leisure time. Tourism attraction originates from continuous innovation of tourism product. The focal point of tourism product innovation is tourists' satisfaction. Tourist destination should satisfy tourists demand to hold the market share. There are 18 keys providences of Belt and Road in China. Meanwhile ten of them located in the last GDP position of china in 2018. At the same time, there are abounded high grade tourism resource in the area along the belt and road. Tourism product innovation cause the tourists satisfaction, then improve tourism income increasing at last realize the regional economics promoting. (Song [24]) This paper aims to presents a systematic review of literature regarding tourists' satisfaction and tourism product innovation in the area of Belt and Road in domestic of China and provides suggestions for future research which can boost the areal tourism development in domestic of Belt and Road.

The research topic is the relationship between tourist satisfaction and product innovation. "Innovative tourist products bring a high degree of added value" (Omerzel [15]) Innovation is all about offering new or adapted solutions to customer needs or problems in such a way that adds value as defined and used by customers (Mahmoud,[12] P.402) Tourist innovation is a way to provide tourism products and services to meet tourist expectations (Perovic [17]). Tourism satisfaction can be measured by functional-cognitive and an affective-experiential route. These research will find the key factors of functional-cognitive and an affective-experiential in China. Mahmoud [12] researched how innovative products or services will satisfy the customer demand, needs and requirements in mobile telecommunication. "Innovation is the art of implementing new ideas to improve productivity, products and services, while enhancing customer satisfaction, revenues and profitability." In addition, vision, mission and passion need to be emphasized into innovation research in future. (Jayawardena [8]) Tourism product are divided to tangible and intangible parts, Innovation includes product innovation, process innovation, vmarketing innovation and organization innovation. (Magada' n, Magadán, M., M.,

Rivas, J, [13]). This research will explore the effect of tangible tourism product innovation and intangible tourism marketing innovation on the functional-cognitive and an affective-experiential satisfaction of tourist in domestic of Belt and Road.

Innovation means new ideas or conduct come out, then new product or novel service will appear in the market. Persons have the psychology of Divergent Thinking. Especially in tourism, people who peruse the exotic experience which is different from his or her daily life. New ideas improve productivity, product and services. As following, he three factors enhance satisfaction. (Jayawardena [8])

Tourists travel after they pay for tourism product. Tourism products include tangible and intangible factors. Benur [3] pointed out that they are key draw cards which attract tourists to particular destinations. Tangible tourism product means the distinctive substances for non-local person which are exist in the world, for example, mountain, sea, forest. These elements are physical plants. Intangible tourism products are the ideology product, such as culture、 history、 custom and service which tourists can perceive.

Tourists satisfaction means the degree of approve to tourism attractions. People live in material world and spiritual world. Material world supply satisfaction of functional cognition, meanwhile spiritual word produce satisfaction of affective experience. Tourism furnish both of the experience.

Tourism industry is recovering in post-COVID-19 era. Chinese tourists hold strong will to travel. Because people are anxious about health problem in the journey. Tourism organization should pay more attention to the content and form of tourism.

Methodology Firstly qualitative will be utilized to find the key factors of tourism product innovation. Secondly, we will set questionnaire to analysis how these factors contribute to tourism satisfaction. An online survey was used to fulfill the research objectives. At the beginning of the survey, investigator was asked to indicate the number of previous visits to the scenic spot in Yunnan Province. With the screen questions in the first part in questionnaire, we will be able to collect the correct target. Confirmatory Factor Analysis (CFA) and SEM will be used to measure validity.

2. Definitions of terms

2.1 Definition of tourism product

Tourism product is the source of income for a tourism enterprise or destination. It is the major function of tourism industry is to serve travelers. Camilleri [4] discovered that A tourism product resource and demonstrate the implications for the visitor economy. (Pyke, [18]) Tourism companies sell the tourism product and then they get profit from tourists. Diversity of tourists' requirement decide different kind of tourism product.

From the supply aspect, Smith [23] considered the tourism product structure, the author presented multiple factors, and divide the tourism product into five elements: physical plant, service, hospitality, freedom of choice, and involvement. Smith [23] established his model. The elements in the model are positioned from the core to the shells, according to the importance of administration decision and tourists' involvement, considered from the supply and demand viewpoints, respectively. Smith [23] summarized his conceptual study by indicating the complex formation of the tourism product.

On the other hand, researchers define different types of tourism product according to the tourism motivation. Camilleri [4] clarified the different tourism destinations as following, adventure tourism, culinary tourism, culture tourism, ecotourism, educational tourism, health tourism, medical tourism, MICE (meeting, incentives, conferences and exhibitions), religious tourism, rural tourism, seaside tourism, sports tourism, urban tourism and wine tourism.

To sum up, I use Xu' [26] s definition. Xu [26] from a marketing perspective, tourism product developers and marketers should know what is normally included in a tourism product – both tangible and intangible elements.

2.2 Definition of innovation

The Oslo Manual for measuring innovation defines four types of innovation: product innovation, process innovation, marketing innovation and organizational innovation. (OECD) [6] Other researchers think there are another types of innovation. Benner & Tushman [2] divided innovation into exploitative innovation and exploratory innovation according to new product or new market. From social aspect, Phills et al [19] think society solve problem is more effective than individuals. From natural aspect, Varadarajan [25] put forward sustainable innovation. By means of green development concept, innovation should reduce impact to natural environment. In my research ,I use the definition of innovation from OECD.

2.3 Definition of tourist satisfaction:

Tourist satisfaction is the result of comparing between the tourists' experience at destination visited and expectations about the destination (Pizam, Neumann, & Reichel, [20]). When experience exceeds expectations, it leads to tourist satisfaction (Guntoro & Hui [7]) In the event that expectations surpass the experience, it results into tourist dissatisfaction (Parasuraman, Zeithamal, & Berry, [21]). Based on a comparison of one's previously expectation about the experience and one's perceived outcome of the experience. On another from customers, Ostrowski, O'Brien, and Gordon [16] pointed out that value could also be considered as a function of both price and quality. The higher the quality offered for the price paid, the higher would be the perceived value. Augustyn and Ho [1] also noted that friends, consumer groups, and even the government played a role in shaping the expectation. Guntoro & Hui think [7] high discrepancy between expectations and perceptions of the service would result in customer dissatisfaction.

3. Significance of the study

Omerzel [15] summery a systematic review of on innovation in hospitality and tourism. The author thought future research can be advanced by developing and empirically testing the connections between factors influencing innovation and innovations outputs. We will find out the result of tourism innovation is tourist satisfaction.

3.1 Tourists' requirement urging innovation of tourism product

There are two kinds of origin of motivation, extrinsic and intrinsic. Extrinsic tourist motivation is often affected by a need to escape from the pressures and conditions of life in a traveler's home society. On the contrary, Camilleri [4] state the individuals' intrinsic motivation to travel may come from deep-rooted, psychological needs, such as self-esteem, or a need for companionship. For the former reason, in the exotic surroundings, tourist can gain the novel experience form tourism. For the second reason, because tourists are consumers, they can acquire the psychological needs from purchase behavior. There is an example. A person who want to be respected buy many others cannot be realized in his or her ordinary life. This wish can be realized in a scenic spot. Innovation of tourism product satisfy tourists' aspiration to getting rid of habitual life. The tangible and intangible tourism attraction element improvement will satisfy intrinsic / extrinsic psychological requirement of tourist.

3.2 Tourism product innovation is the pursue of tourism company

Tourism entrepreneurs must take account the role that creativity and innovation have for their business plans. (Magada' n & Rivas, 2018) Firstly, it caters the tourists' demand. The nature of tourism is to experience different lifestyle from the person's routine. The law of diminishing marginal utility decides tourists to be fond of the new and tired of the old. Tourism company innovation their product can attract tourists. Secondly, a product is inclined to be imitated if it is popular in the market quickly. Innovation is the best solution to avoid the rival defeating the company. Thirdly, the new product is easily to take premium strategy to obtain profit. An ordinary tourism product is at the risk of being eliminated from the market in the long run.

To sum up, there are significances of the study as flowing.

To develop better understanding on how to build better tourist satisfaction in belt and road context that leads to tourism product innovation. To help tourism enterprise manager develop appropriate tourism product innovation strategy to improve better tourist satisfaction. To find the elements of tourism impacting innovation and the result of tourism innovation.

4. Research hypothesis and conceptual framework

H1, H2 Tourism innovation has positive impact to tangible product and intangible product.

New tourism attractions produce tangible and intangible environment. New-build building, street, park make travelers emerge novel experience of exciting, nostalgic or philosophical.

Smith [23] has studied that primary tourism products comprise a complex mix of elements, such as physical plant (including natural features and weather), the input of services, hospitality, choices for tourists, tourist involvement in the delivery of services, and also experiences. Benur [3] thought among these elements some are more tangible and others are more intangible. Carvalho [5] thought tourism products can include tangible and/or intangible elements.

From a marketing aspect, tourism product developers and marketers should be known of what is normally included in a tourism product – both tangible and intangible elements. (Xu [26])

Tangible elements are transport, accommodation, gastronomy , sign and hygiene. Intangible elements include politeness, communication, politeness with children and security. (Perovic [17])

H3, H4 Intangible and tangible elements has positive impact to tourist satisfaction

Tourist satisfaction characterizes satisfaction is the end state resulting from the experience of consumption. (Pizam,[22])

In the antecedents' research, there are the element of tourism satisfaction, relationship between customer satisfaction and tourism product. The elements of tourists satisfaction are intangible and tangible (Perovic [17]).

Carvalho [5] thought tourism products can include tangible and/or intangible elements.

Koseoglu [10] thought hospitality comprise a blend of tangible and intangible factors.



Source: Perovic et al [17], p. 1857-1871

When tourist come to destination, the warmhearted local residents, the valuable and rare tourism attraction enhance tourist satisfaction.

H5 Tourism innovation has direct positive impact to tourist satisfaction. Some authors have been studied and support the effect of innovation on customer satisfaction in tourism context.

Jayawardena[8] thought innovation of tourism product can improve satisfaction.

New ideas come into being products. For example, tourism designer observed two persons playing chess. He invents a tourism performance that actors act as chess pieces following the order of chess player. When tourists enjoy the novel show. They are satisfied and excited to introduce their friends.

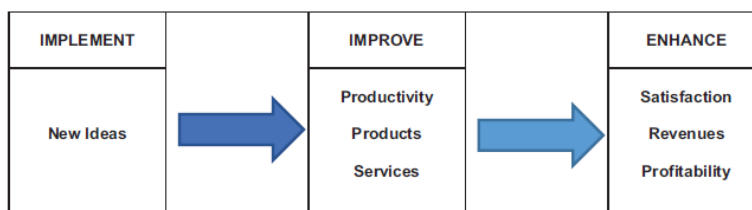
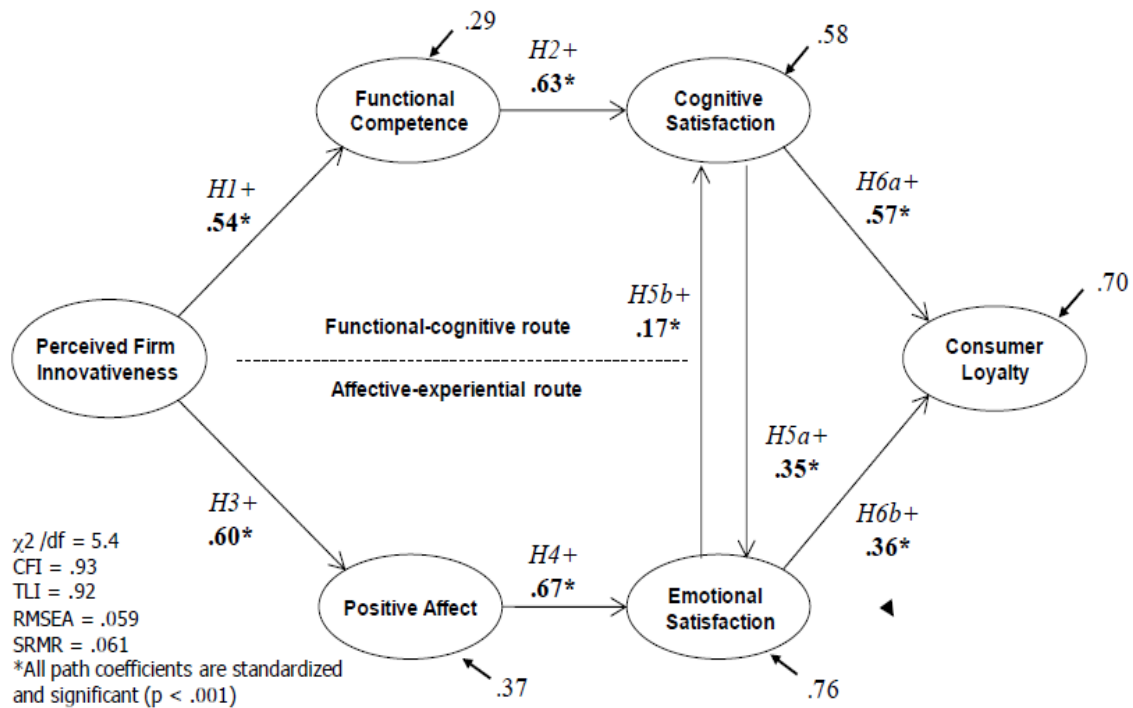


Figure 1.
Art of innovation

Source: Jayawardena [8], p. 245

H6, H7 Innovation has positive impact to functional-cognition & affective experience. Kunz et al.[9] reveal positive influences of firm innovativeness on cognitive satisfaction through a functional-cognitive route and emotional satisfaction through an affective-experiential route.

Figure 1: Processing Model of Perceived Firm Innovativeness



Source: Kunz et al [9], p. 816-822.

When customers perceive innovativeness, firstly they will feel functional competence. For example, after traveler enter a new hotel, they use completely new facility with unprecedented function. Then they will get cognition satisfaction and think it's worth to express their satisfaction.

H8, H9 Functional- cognition and affective- experience positively influence tourists satisfaction. Nysveen et al [14] thought affective experience and cognitive experience positively influence brand satisfaction.

In tourism process, tourists produce emotional experience and cognitive experience. They decide the degree of satisfaction of tourist in this trip.

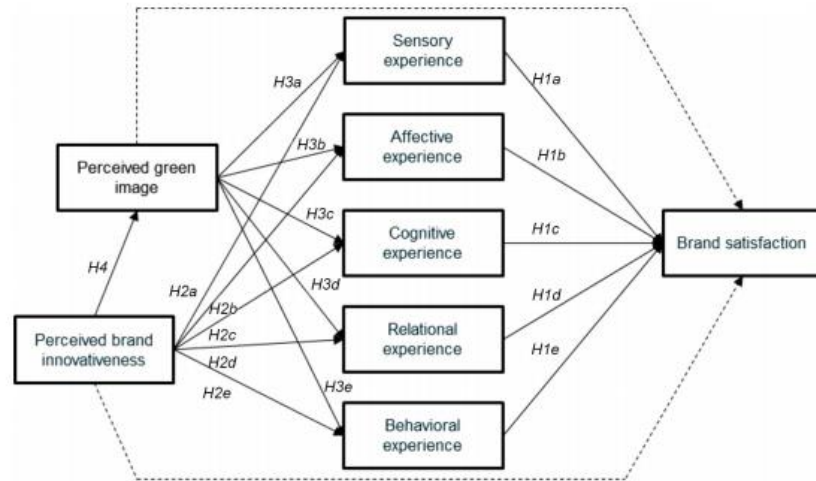
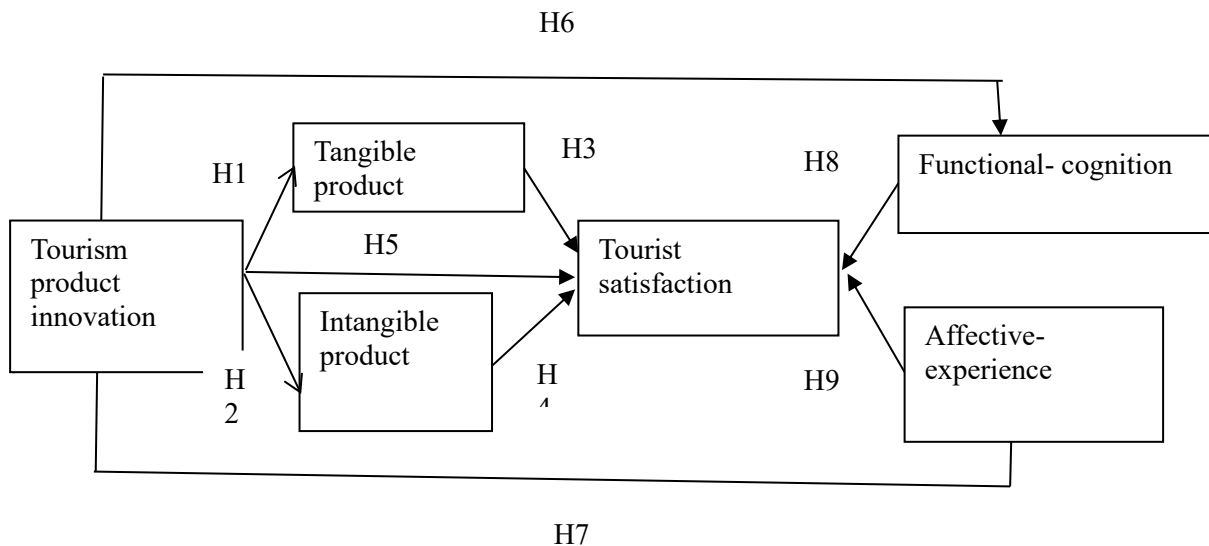


Figure 1.
Research model

Note: Dotted lines indicate partial mediation, as proposed in H5

Source : Nysveen et al [14]

5. Conceptual Framework



6. Research methodology

6.1 Population and sample

Target population: Those tourists in China that are interested to travel in the area of Belt and Road. They must be familiar with the tourism destination past and now. They traveled a tourism destination or may start looking to find the next similar one. Because I am familiar with situation of Yunnan Province, this research will focus on Yunnan in sampling. In the special period of post-COVID-19 era, the tourist will be domestic.

Sampling method: We will use non-probability sampling with judgmental sampling. We will contact with the scenic spot managers or workers to select the fit samples.

Sample size: We will use sample size of 400 persons based on Taro Yamane's table.

Table 1 Sample of this research table

Region	% of population	Allocated by City	% of population	Sample size 400
Centre	30	Kunming	30	118
Northeastern	6	Zhaotong	6	22
Eastern	6	Qujing	6	23
Southeastern	4	Wenshan	4	17
South	8	Puer	8	33
Southwestern	14	Xishuangbanna	14	58
Western	22	Baoshan	22	88
Northwestern	10	Lijiang	10	41
Total	100		100	400

Source: Yunnan statistical yearbook (2019)

6.2 Research Instruments and data collection

We plan to use questionnaire survey approach. Likert scale instruments will be used. We will visit 5 important scenic spots or hotels in Yunnan. We will choose 5 scenic spots or hotel which I familiar. Then we will ask the employer and frontline staff to distribute and collect questionnaire. With the screen questions in the first part in questionnaire, we will be able to collect the correct target.

6.3 Data analysis

Cronbach's alphas will be used to assure internal consistency reliability. Content analysis will be used when conduct an exploratory survey to pretest the survey instrument. Confirmatory Factor Analysis (CFA) and SEM will be used to measure validity.

7. Research results

These are predetermined results. In post-COVID-19 era, tourists put forward high requirement to travel agencies, scenic spots and hotels. China tourism industry recover gradually, tourism enterprises design new tourism products in order to improve satisfaction. Tangible and intangible product are both important to be renovated. They are mediator. Tourists functional-cognition and affective- experience also has positive impact to tourism satisfaction. Tourism company or destination should promote hard and soft condition so that they show different from previous time.

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The Relationship between Inspirational Motivation and Individualized Consideration of Leadership to Work Responsibility and Retention Intention: Work Motivation and Job Fit as Mediating Variables

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Abstract

With the development of science and technology and the realization of resource sharing, the competition for talents among enterprises has become increasingly fierce. The status of employees' sense of responsibility and willingness to leave, and how their relationship affects the results and how to solve them, so as to improve employees' enthusiasm for work and reduce the chance of corporate brain drain. On the one hand, Inspirational motivation and individualized consideration of leadership can positively affect employees' internal values, reduce the impact of their negative emotions, and make employees more active and optimistic to work; on the other hand, they can motivate employees to face challenges in the process. Stimulate and improve their work ability, so that employees can better meet the work requirements and goals, so as to maintain the steady and long-term development of the team. The trust in the organization mainly comes from managers. When the behavior of managers makes employees perceive the lack of trust in the organization, it will increase the sense of uncertainty and anxiety in the employees' hearts, and make them afraid to trust the managers. Therefore, the lack of trust between leaders and subordinates will also affect retention intention. In this study, the method of document collation and online questionnaires, and the use of relevant statistical software for data analysis, verify hypotheses, and further propose theoretical or practical suggestions.

Keywords: Transformational Leadership, Work Responsibility, Retention Intention, Work Motivation, Job Fit

1. Introduction

From the perspective of the domestic environment, the decline has greatly improved the country's wealth and strength and the people's living standards; instead, various social conflicts have become more and more intensified. I also experienced mental and psychological irritability and pressure. Employees there are increasingly pursuing career development and quality of life, and people are more and more aware of work to pursue their own value. Therefore, improving employees' sense of responsibility and loyalty to the organization has become an important factor for corporate growth and corporate cohesion, and it is also the focus of widespread concern and need to be resolved in the direction of corporate management. The research questions are as follows: (1) Do inspirational motivation and individualized consideration of leadership have an impact on employees' work responsibility? (2) Do inspirational motivation and individualized consideration of leadership have an impact on retention intention? (3) Does inspirational motivation and individualized consideration of leadership have an impact on the work motivation? (4) Will work motivation affect work responsibility? (5) Can work motivation mediate between inspirational motivation and

individualized consideration of leadership and employees' work responsibility? (6) Will inspirational motivation and individualized consideration of leadership affect job fit? (7) Does job fit have an impact on retention intention? (8) Can job fit mediate between inspirational motivation and individualized consideration of leadership and retention intention?

2. Literature Review

2.1 Inspirational Motivation and Individualized Consideration of Leadership

2.1.1 Definition

From the perspective of leadership style, Deluga [1] believes that transformational leadership represents a leadership style with cultural connotation and moral significance. It pays more attention to the self-realization and emotional needs of employees, aiming to stimulate the work enthusiasm and creativity of organizational members and realize the excess expected value. Leithwood [2] focused on the intrinsic inducement effect of vision on the work enthusiasm of members of an organization, and believed that vision motivates leadership means that the leader constantly fills the work vision of members of an organization in the actual process through management methods such as input, sharing, encouragement and stimulation, and finally makes the members of an organization feel a sense of belonging to their work and the organization they work in. From the perspective of shared vision, Davidhizar and Shearer [3] define leadership as an exchange relationship beyond general economic interests between leaders and members through mutual recognition of their visions. Leithwood and Jantzi established a six-dimensional transformational leadership model based on Bass's relevant research. These six dimensions include fostering high expectations for the group, goal commitment, role model behavior, vision building, intellectual stimulation, and personalized care.

2.1.2 Dimension

This study adopts the dimensional definition of transformational leadership proposed by Li Chaoping and Shi Kan [4], which means that leaders can point out the direction and goals for employees, and make employees achieve work tasks and organizational goals through their own enthusiasm and care for employees. Two dimensions are selected: Inspirational Motivation and Individualized Consideration.

2.2 Work Responsibility

2.2.1 Definition

As an important psychological quality, the sense of work responsibility has been concerned by the management and psychology circles. Eisenberger et al. [5] believe that the sense of work responsibility is a belief of employees about whether they can help the organization achieve its goals and care about the well-being of the organization, which is mainly reflected in the reciprocity principle in the social culture. Fuller et al. [6] believe that job responsibility refers to the degree to which employees believe that they should work hard and actively participate in various constructive behaviors to improve the operation of the organization. Based on the above responsibility perception constructs, the following characteristics of responsibility perception can be summarized as follows: First, job responsibility is a subjective personal belief that can motivate work; Second, the sense of work responsibility emphasizes the initiative and voluntary nature of employees; Third, job responsibility is associated with job responsibilities and positive behavior.

2.2.2 Dimension

This study comprehensively adopted the Felt Responsibility Scale (FRS) proposed by Morrison and Phelps [7]. The reliability and validity of the whole scale were good in previous studies.

2.2.3 Inspirational Motivation and Individualized Consideration of Leadership and Work Responsibility

Accountability is a perception by individual employees that they have an obligation to bring about constructive change. The individualized care of transformational leadership provides necessary attention and help to the work, family and daily life of subordinates, makes clear the existence of individual differences among subordinates, and takes differentiation and special treatment as the principle when motivating and managing them. The main discourse on Inspirational Motivation and Individualized Consideration of Leadership on work responsibility is relevant. Therefore, the following hypotheses are proposed:

H1: Inspirational motivation and individualized consideration of leadership have positive correlation with employees' work responsibility.

2.3 Retention Intention

2.3.1 Definition

Mak and Sockel. [8] mentioned in their study that an individual lacks loyalty to the organization and enters a period of job burnout. Even if he does not leave the organization immediately, his will to stay is temporary and he will choose to leave once he has the opportunity. Based on the definition of employee retention intention proposed by Ke Kongxian [9], this paper believes that employee retention means that employees are willing to stay in the organization, identify with and be loyal to the organization, and have a high degree of identification and commitment to work. Turnover tendency refers to the tendency of an individual to choose to leave an organization and terminate the contractual relationship with the organization. Job engagement is the amount of effort an individual uses to measure the importance of work in his life and to improve his job performance accordingly. Organizational commitment is a state of mind that employees recognize the organization and its goals and want to maintain team membership.

2.3.2 Dimension

Based on three-dimensional model scale of employee retention intention (turnover intention, organizational commitment and job burnout) and three-dimensional model scale of employee retention intention (job engagement, turnover intention and organizational commitment), this study combined the research purpose and the actual situation of the survey samples. The scale was adjusted. That is, job engagement, turnover intention and organizational commitment are selected dimensions.

2.3.3 Inspirational Motivation and Individualized Consideration of Leadership and Retention Intention

Leaders who attach great importance to inspirational motivation and individualized consideration implement the concept of people-oriented management. They not only care about the work of employees to help them establish future development goals, but also care about their families and lives to help them overcome difficulties together. In this way, employees will more identify with the management concept of the organization and show more dedication in work. Leaders' vision motivation and personalized care should not only show employees the future development goals of the enterprise, but also help employees to establish realistic career planning, so that employees can see their own progress while seeing the development of the enterprise. In this way, employees will be more motivated at work, and their retention intention will also be improved.

H2: Inspirational motivation and individualized consideration of leadership have positive correlation with employees' retention intention.

2.4 Work Motivation

2.4.1 Definition

Amabile [10] pointed out in the hypothesis of internal motivation of creativity that internal motivational state is beneficial to creativity, while external motivational state is harmful to creativity. The reason for this is that work motivation is usually accompanied by individuals' positive emotions towards tasks, thus promoting creative performance. Another analysis showed that job motivation has a moderate to strong predictive level of performance. Job motivation has a positive impact on all types of performance and has a stronger predictive power for qualitative types (more complex tasks, such as creative tasks) than quantitative types of performance. Self-determination theory points out that when individuals feel autonomous and competent at work, they will be motivated to work [11].

2.4.2 Dimension

Some scholars believe that work motivation is one-dimensional, and some scholars point out that work motivation is multi-dimensional, among which the more mainstream is two-dimensional. Individuals' temporary motivational orientation towards activities may vary with social environment, but such variability can be explained by individual differences in persistent and stable motivational orientation. The measurement of job motivation mainly includes two ways: scale method and behavior method. The measurement of intrinsic motivation in the workplace usually adopts scale method. This study adopts the work propensity scale of Amabile, including two dimensions of pleasure and challenge.

2.5 Inspirational Motivation and Individualized Consideration of Leadership, Work Motivation and Work Responsibility

2.5.1 Inspirational Motivation and Individualized Consideration of Leadership and Work Motivation

If the leader's behavior is a supportive and positive behavior for the work of the employees, then this behavior will increase the employees' intrinsic motivation for the work, thus affecting the creativity of the employees [12]. This is also consistent with the positive emotional characteristics of leaders who attach importance to vision motivation and personalized care, increase the internal motivation disclosure of employees' positive work, and promote the work efficiency and creativity of employees from their own. Based on the above studies, the four basic dimensions of transformational leadership all have motivating and inducing effects on employees' work motivation. We propose the following hypotheses:

H3: Inspirational motivation and individualized consideration of leadership have positive correlation with employees' work motivation.

2.5.2 Work Motivation and Work Responsibility

Motivation is also an important factor affecting employees' sense of job responsibility. There is a positive correlation between the sense of job responsibility and the proactive behavior of employees. When employees are motivated to complete their work and organizational goals, they will face certain inner pressure. The support from the organization and the interpersonal relationship in the environment they encounter in the process of work will cause their own emotions and emotions to fluctuate, which will have an impact on their sense of responsibility at work. Employees' sense of responsibility comes from their personal perception and cognitive level, and the performance effect of their work motivation is also an important link that affects the perception of responsibility. When the work is completed by the role of the work motivation, I will be more confident and excited. When the work goal is achieved, the inner joy often has a positive impact on the mood, in which the sense of responsibility for the work is affected, and meanwhile, my job satisfaction is improved. All this affects the sense of work responsibility to

some extent. All of the above basically show the relationship between work motivation and employees' work responsibilities. Therefore, this paper puts forward the following hypotheses:

H4: Work motivation have positive correlation with employees' work responsibility.

2.5.3 The relationship between Inspirational Motivation and Individualized Consideration of Leadership, Work Motivation and Work Responsibility.

Through vision motivation, transformational leadership stimulates employees' potential, enhances the sense of organizational identity, values and beliefs, and thus stimulates intrinsic motivation, so that employees' input in work and work efficiency can produce positive effects, and more innovative solutions to difficulties can be generated. Employees who are more motivated to work are more active when facing challenges and are more inclined to use innovative methods to solve problems [13]. When employees with strong motivation accept a task with a certain degree of difficulty, their inner sense of challenge and competence will be aroused, and they will be motivated to solve problems from the bottom of their heart and get a sense of enjoyment. In fact, this is also a sense of responsibility of work identification, so as to solve problems and achieve work goals.

H5: Work Motivation played a mediating role in the relationship between Inspirational Motivation and Individualized Consideration of Leadership and employee's Work Responsibility.

2.6 Job Fit

2.6.1 Definition

By Wesley [14] put forward personal fit with work and personal and organizational fit adapted to describe the definition of work, mainly is refers to the organization's environmental characteristics including organizational culture or atmosphere, organizational values, organizational goals and group norms and personal characteristics including personality, personal values, personal goals and the similar degree of personal attitude and so on, That is, complementarity and consistency; According to different situations, the ability of employees in the process of meeting the requirements of the job, the requirements of the ability of the fit; The supply of jobs produces the supply-expectation agreement when satisfying the desire of employees; Finally, there is the consistency between individual self-perception, task characteristics and necessary work behavior, that is, the degree of self-concept-work fit. It also refers to the degree to which the employee's own values are identical with organizational culture, personality characteristics, goals, beliefs, organizational norms, organizational goals and organizational values.

2.6.2 Dimension

This paper refers to the scales of personal-work fit and personal-organizational fit developed by Wesley, and divides personal-work fit into three aspects: supply-expectation fit, demands-ability fit and self-concept - work fit. The reliability of this scale is 0.712 and 0.658.

2.7 Inspirational Motivation and Individualized Consideration of Leadership, Job Fit and Retention Intention

2.7.1 Inspirational Motivation and Individualized Consideration of Leadership and Job Fit

Transformational leader of team members' vision incentive and the dimension of personalized care, outstanding organizational goals and prospects, and respect each member will be regarded as independent individuals, can establish good social and emotional contact with team members and meet the individual needs of team members, to motivate employees to higher demand and its values are consistent with the leader and the organization's values, It also motivates them to build good bilateral relations. Based on the above research, this paper proposes the following

hypotheses:

H6: Inspirational motivation and individualized consideration of leadership have positive correlation with employees' job fit.

2.7.2 Job Fit and Retention Intention

Job organizational commitment, job burnout and turnover intention are important influencing factors of turnover intention. Work adapter link when the organization can not better promote employee and organization, the relationship between employee job insecurity will strengthen itself, make employees feel not respected and in the presence of organizational environment, and even affect work pay level, decrease the work enthusiasm, as employees confidence in work is reduced, further influence to stay on. Based on this, this article proposes:

H7: Job fit has a positive effect on retention intention.

2.7.3 The relationship between Inspirational Motivation and Individualized Consideration of Leadership, job fit and employee's retention intention.

According to social exchange theory, employees with a high sense of organizational support feel obligated to return the favor to the organization through positive attitudes and appropriate behaviors. Job fit puts more emphasis on the relationship between the individual and the job and the organization. Supervisor's care for employees is an important factor affecting retention intention [15], which is consistent with the personalized care dimension of leaders. Care for employees' career development and personal growth can encourage employees to generate returns and investment in work, thus extending retention intention. By helping employees avoid being disturbed by other factors and supporting relevant conditions, transformational leadership can enhance subordinates' retention willingness and promote the organization's work performance beyond expectations. Individual-organizational fit in job fit also has a certain influence on retention intention. Based on this, this article proposes:

H8: Job fit played a mediating role in the relationship between Inspirational Motivation and Individualized Consideration of Leadership and employee's retention intention.

2.8 Research Framework

Based on this, this study proposes a research framework, as shown in Figure 1:

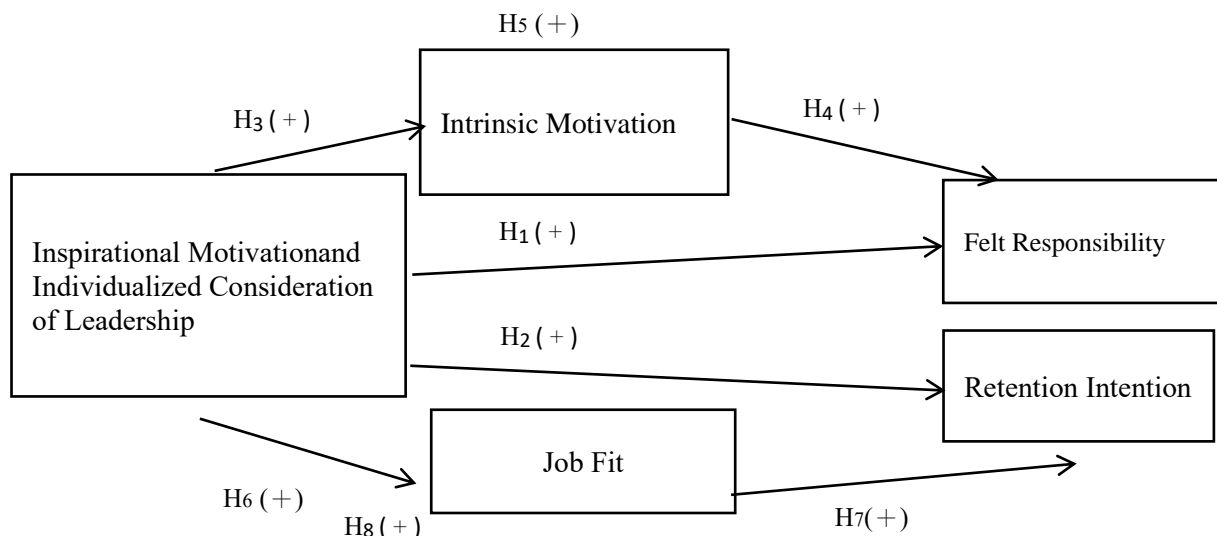


Figure 1: Research Framework

3. Methodology

3.1 Research Object

Questionnaires in this study were mainly distributed to Internet enterprises in Hangzhou, Shenzhen and Chongqing in China, with at least 500 people collected. The respondents included enterprises with various organizational forms, various ownership and various Internet types, such as Hangzhou IKEA Health Company, Chongqing Tengfei E-commerce Company, and netease Shenzhen Branch, etc. Its main reasons, first of all, the Internet industry working group has the characteristics of younger, mobile, Internet industry's turnover rate was the highest in all industries and happens to be employees work sense of responsibility and turnover rate of turnover intention in a certain degree and intent to stay, let extraction principles of numerical embodies the representative sample. The samples are selected in Hangzhou and Shenzhen, because they are currently recognized as one of the cities with the most developed Internet enterprises in China, while Chongqing is one of the cities with the fastest growth of Internet industry. Each sample in the population is equally likely to be selected according to the principle of probability to ensure that some characteristics of the sample are the same or similar to the population. Secondly, the Internet industry has obvious categories and various types of jobs, so the scope of respondents is wide and the sample size is sufficient. Usually, the higher the accuracy requirements, the greater the sample content requirements; The greater the variation of the variable, the greater the sample size requirement. Finally, due to the characteristics of the industry, competition pressure is high and there are high requirements for goals and innovation. The leadership style of such companies tends to be transformational leadership, which meets the purpose of this study and ensures the reliability of the rate sample. At the same time, the employees in this industry are more extended to the same industry positions, and there are more conflicts between work and personal characteristics, which is conducive to the investigation of the mediating effect of intrinsic motivation and job fit, so it has more practical significance and research value. Therefore, the samples selected in this study should be appropriate.

3.2 Data Analysis Method

3.2.1 Descriptive Statistical Analysis

There is little difference between men and women in this survey sample, with females accounting for 51.2%. The subjects aged 26-30 and 31-40 are mainly the subjects, accounting for 31.7% and 31.1%, and the subjects aged 26-40 account for more than 62.8%, indicating that the subjects are mainly young people. Mainly concentrated in the bachelor's degree in education degree, more than 45.1%, it had a lot to do with this paper investigate the Internet industry, the current Chinese Internet company recruitment requirements, all with bachelor degree as a starting point, followed by junior college and the following staff, some Internet practitioners deviation due to age, working time is longer, although do not have bachelor's degree, but have higher working experience. The positions are mainly for ordinary staff and grass-roots managers, accounting for 53% and 36.8% respectively. The monthly income is mainly 3001-6000 yuan and 9001-10000 yuan, accounting for 45.7% and 20.9% respectively. The general salary is consistent with the research objects in this paper, indicating that the 492 data in this survey are representative.

3.2.2 Discriminant Validity

Differential validity is defined as the convergence or response of multiple indicators of a variable, then the multiple indicators of a variable should also be related to the measurement index of its opposite construct. The square root of AVE of the average variation extract of the potential variable must be greater than the correlation coefficient of other different variables [16], indicating that it has discriminant validity. The square root of AVE of each variable is greater than the correlation coefficient of different variables, indicating that each variable has

passed the test of discriminant validity.

3.2.3 Related Analysis

Correlation analysis is an analysis that needs to be done before the causal relationship such as structural equation or regression analysis. The purpose is to test the relationship between variables and to preliminarily test the research hypothesis. In conclusion, the correlation between variables is significantly positive, which is suitable for subsequent structural equation and regression analysis.

3.2.4 Reliability

The purpose of reliability test is to test the internal consistency of the scale. In this paper, Cronbach's α coefficient is used to test the reliability of the questionnaire. Generally speaking, a higher Cronbach's α coefficient than 0.7 indicates an acceptable reliability, and the higher the coefficient, the higher the reliability. The conclusion indicates that Cronbach's α coefficient of each variable is higher than 0.7, indicating that transformational leadership, work motivation, job adaptation, job responsibility and retention intention have internal consistency and pass the reliability test.

3.2.5 Regression Analysis

As the correlation between vision motivation and personalized care is higher than 0.7, as the explanatory variable, the problem of multicollinearity is easy to occur. In order to prevent the problem of multicollinearity, class regression of SPSS is adopted for analysis, so as to facilitate the observation of multicollinearity through VIF value. According to the data, it is concluded that Model 1 and Model 2 take the sense of work responsibility as the dependent variable, Model 1 includes control variables (gender, age, education level, position, monthly income), and Model 2 includes explanatory variables such as vision motivation and personalized care. The F value of variance test of Model 2 is 7.092 and significant, indicating that the model has statistical significance. Adj R² is 0.210, indicating that the explanatory power of the model is 21%. In terms of standard regression coefficient, vision motivation has a positive effect on job responsibility ($\beta=0.276$, $P < 0.05$), assuming H1a is supported. Personalized care positively affects work responsibility ($\beta=0.327$, $P < 0.05$), and H1b is assumed to be supported. The VIF of Model 2 does not exceed the standard of 10, indicating that there is no multicollinearity problem in the model. In Model 3 and Model 4, retention intention was taken as the dependent variable; in Model 3, control variables (gender, age, education level, position, monthly income) were included; in Model 4, explanatory variables were included: inspirational motivation and individualized consideration.

According to the data, it is concluded that in Model 1 and Model 2, work motivation is taken as the dependent variable. In Model 1, control variables (gender, age, education level, position, monthly income) are included. In Model 2, explanatory variables are included: vision motivation and personalized care. The F value of variance test for Model 2 was 27.793 and significant, indicating that the model had statistical significance. Adj R² was 0.353, indicating that the explanatory power of the model was 35.5%. In terms of standard regression coefficient, there was no significant relationship between vision motivation and work motivation ($\beta=0.066$, $p > 0.05$), assuming that H3a was not supported. Personalized care positively affected work motivation ($\beta=0.279$, $P < 0.05$), assuming that H3b was supported. The VIF of Model 2 does not exceed the standard of 10, indicating that there is no multicollinearity problem in the model. Model 3 and Model 4 took job fit as the dependent variable, Model 3 included control variables (gender, age, education level, position, monthly income), and Model 4 included explanatory variables such as inspirational motivation and individualized consideration. The F value of

variance test for Model 4 was 27.136 and significant, indicating that the model had statistical significance. Adj R² was 0.347, indicating that the explanatory power of the model was 34.7%. In terms of standard regression coefficient, vision motivation positively affected job fit ($\beta=0.126$, $P < 0.05$), assuming that H6a was supported. Personalized care positively affected job fitness ($\beta=0.238$, $P < 0.05$), assuming that H6b was supported. The VIF of Model 4 does not exceed the standard of 10, indicating that there is no multicollinearity problem in the model.

3.2.6 Hypothetical result

Determined in this paper, a formal questionnaire, through the analysis of a pretest for the analysis of the formal questionnaire, first through the test the same variance, and then using confirmatory factor analysis, scale through convergent validity and the difference between validity test, finally through the internal consistency reliability test, finally using structural equation and stratum regression analysis in this paper, we study the hypothesis, assuming the results summary.

4. Expected Contribution

The internal organizational problems caused by the rupture of the psychological contract are becoming more and more common, and the employee's deviation behavior has caused a huge waste of resources for the enterprise. Therefore, theoretical research on the breakup of psychological contracts and employee deviating behavior is becoming increasingly urgent. Exploring the superior-subordinate relationship between leaders and employees is conducive to a better understanding of the interaction methods and results between leaders and employees. On the basis of existing research results, this article explores the impact of psychological contract breakup on employees' deviant behavior, and further reveals the mediating role of negative emotion between the two, and the moderating role of the superior relationship between the two.

The theory of this paper enriches the theory of transformational leadership. Although there have been a lot of research on transformational leadership, few scholars have studied the relationship between leaders' vision motivation and personalized care and employees' job responsibility and retention intention. This study based on motivation theory and social exchange theory, gives a vision of leadership incentives and personalized care to employees work responsibility and leadership style mechanism of the new path, with intent to stay and to prove the relationship between the empirical way, as the research of transformational leadership and employee initiative behavior variable provides a new path. In terms of research depth, previous studies focused on the relationship between job responsibility and different outcome variables. However, research on the influence mechanism and development process behind the relationship between job responsibility and outcome variables were less involved. Therefore, in the future research, the research on the mechanism of work responsibility and the development process of its role on retention intention will enrich the research theory of work responsibility and retention intention and improve the practical value of the theory, which can be used for reference by scholars in the future. This study not only broadens the research field of leadership's vision motivation and personalized care and job responsibility, but also examines the applicability of leadership's vision motivation and personalized care to the relationship between job responsibility and retention intention under the mediating effect of internal motivation and job fit. It has important theoretical significance to further explore the influence of leaders' vision motivation and personalized care and retention intention.

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The Role of Blockchain (BC) in the Application of Big Data Analytics (BDA) technology in Supply Chain Management (SCM): a Perspective of China's Manufacturing Industry

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Abstract

Purpose- Based on the application research of big data analysis in supply chain management, this paper proposes that blockchain technology will play a regulatory role in the application of big data analysis in supply chain management, and explores the influencing factors of enterprises' adoption of blockchain technology through toe model.

Design/methodology/approach- Relying on the toe analysis model, the paper establishes the adjustment relationship model of blockchain technology on the relevant factors influencing the adoption of big data analysis. Through the data collection of 200 industrial manufacturing enterprises in China, SPSS 22.0 and Structural Equation Method (SEM) are used for data analysis.

Findings- We predict that the use of blockchain technology will have a significant regulatory effect on the application of enterprise big data analysis in supply chain management. The complementary advantages of blockchain technology and big data analysis will create good performance for enterprise supply chain management. However, the willingness of large enterprises and small and medium-sized enterprises to adopt blockchain technology will be different.

Research Limitations- Blockchain technology has practical applications in finance, agricultural products circulation and other fields, but the large-scale expansion of application scenarios is relatively lagging behind. Therefore, there are difficulties in data collection and lack of representativeness.

Keywords: Block chain, Big Data Analysis, Technology, Organization, Environment

1. Introduction

P.J. monk, a famous British economist, put forward that information technology is a kind of Technology [1] that actively processes information, stores and transmits information. It is a technology that collects, processes, stores, transforms, disseminates and utilizes various forms of information (written, sound, image or digital) [2]. The earliest information technology (IT) can be traced back to telegraphy, telephone and other remote communication technologies in the era of the second industrial revolution. However, general IT mainly refers to the general term of various technologies that can expand people's information processing ability since the third scientific and technological revolution [3]. Modern IT is a technology group. Generally, we regard IT as the general term of microelectronics, computer technology, communication technology and network technology. IT represented by 5G, Internet of things (IoT), industrial Internet, Satellite Internet, artificial intelligence (AI), cloud computing, block chain (BC), data center and Intelligent Computing Center will bring the world into the era of sharing economy. Modern IT has been applied in management since 1950s. At that time, the data processing technology of computer constituted a transaction processing system in the economic management department. In the 1960s, the concept of management information system (MIS) was put forward because of the need to synthesize data into useful information. Since the 1970s,

with the development of management science and decision analysis methods, the use of computer systems for decision analysis has made some progress. People have put forward the idea of building decision support system and established some systems used in some fields [4]. Since the 1990s, with the development of Internet, intranet and extranet have been applied to business management, and a wave of management reform has arisen in developed countries. The application of IT has brought about qualitative changes in the management methods, technologies, behaviors, organizational models and theories of enterprise management [5], [6], and constantly promoted the innovation of modern enterprise management.

Big data (BD) has become another important strategic resource besides natural resources and human resources. Big data analysis (BDA) technology is an important technical means to successfully mine the strategic resources of BD and create economic and social values. With the research and deepening of bitcoin and other digital currencies, BC technology has become an important innovation in the field of information technology and has become a potentially subversive Technology [7]. The OECD's outlook on technological innovation 2016[8] released at the end of 2016 lists BC technology as one of the top ten technological development trends in the future. BDA and BC technology are different and related, which play an important role in promoting enterprise management innovation and improving enterprise performance and core competitiveness.

BDA is defined as a holistic approach to managing, processing and analyzing the 5 V data-related dimensions (i.e., volume, variety, velocity, veracity and value) to create actionable ideas for delivering sustained value, measuring performance and establishing competitive advantages. BC is the primary technology behind bitcoin and the core part of this technology is the distributed data store. According to Investopedia, BC is a distributed public ledger which is having the records of all transactions that have been performed in BC network and it has been shared among all the participant nodes.

In essence, BDA is a distributed computing capability, and BC is a distributed system. BC provides the integrity of account books, and the ability of data statistics and analysis is weak. BD has massive data storage technology and flexible and efficient analysis technology, greatly improving the value and use space of BC data, with optimization function. Based on this, we believe that enterprises need to give full play to the advantages of BDA and BC technology, and work together to improve enterprise performance and management innovation. The research on the synergy of multi IT, especially BDA and BC technology in enterprise management innovation is still blank.

China is the second largest economy in the world and the "largest manufacturing country" in the world. It is the only country in the world that has all the industrial categories in the UN Industrial Classification and plays an important role in the global supply chain. The deep integration of industrialization and information has given birth to a number of world-class Chinese manufacturing enterprises, such as Huawei, CRRC, Haier, etc. Using BDA, BC and other new generation IT to improve the SCM level of manufacturing enterprises is an inevitable requirement to maintain China's important position in the global supply chain. COVID-19 affects the manufacturing industry in China, and the risk of fracture in some supply chains at home and abroad is facing. How to continue to maintain the important position in the global value supply chain is worth further study. We are pleased to see that China released the white paper on the development of "new infrastructure" on April 20, 2020, which proposed the content and goal of increasing investment in information infrastructure, which will have a

profound impact on the optimization of supply chain structure and improvement of supply chain capacity and performance for Chinese and global enterprises.

We mainly study the effect of applying BDA technology to SCM on enterprise benefits in the context of BC. In the SCM of Chinese manufacturing enterprises, BDA technology is the focus of the research. BC and COVID-19 public health emergency events were introduced to further investigate how to integrate resources and improve the performance of SCM. Therefore, our research questions mainly include the following three questions:

- 1) The current situation and problems of BDA technology in SCM of Chinese manufacturing enterprises;
- 2) The role mechanism of BC technology in influencing the use of BDA technology in SCM of manufacturing enterprises;
- 3) The synergy of BC technology and BDA technology in improving SCM performance of manufacturing enterprises.

2. Proposed Conceptual Framework

As the research object is the impact of IT such as BC and BDA on enterprise management, we use diffusion of innovation theory [9] Technology-organization-environment (TOE) model [10] to analyze. The concepts and variables involved are as follows:

2.1 Technology factors.

Lai, Sun & Ren [11] choired perceived benefits, technology complexity and data quality to analyze. Chan & Chong [12] choired perceived cost, expected benefits, complexity, technology integration and security and privacy. Hsu *et al.* [13] choired perceived benefits and business concerns. Chen *et al.*, [14] choired expected benefits and technology compatibility. With the development of management system becoming more and more mature, the research and development of technology is mainly in the charge of professional companies. Considering the needs of the research, we choose three indicators, i.e. perceived benefits, technology compatibility and security and privacy, to analyze.

2.2 Organizational factors.

Previous studies focused on the support of senior managers, enterprise scale, technical capability and financial preparation for technical input. These factors are mainly internal perspectives of the organization. Due to the gradual improvement of information sharing mechanism, the impact of enterprise IT facility capacity and financial readiness is not significant [11]. Chan & Chong [12] made up for the fact that TOE model often ignored the influence of cross organizational relationship, but still classified it as the influence factor outside the organization. We believe that the impact of upstream and downstream cross organizational relationships is different from that of external environmental factors, which can be included in the consideration of organizational factors. Therefore, we choose two factors: Top Management support, trust and cooperation among enterprises, and consider the enterprise scale as a control variable.

2.3 Environment factors.

Previous empirical studies mainly focus on competitor pressure and policy and regulatory. Besides, under the COVID-19 epidemic situation, we think that the uncertainty risk of such public health events also constitutes an important factor affecting supply chain management.

2.4 BC.

BC is the underlying technology of distributed ledgers. It was originally designed to realize the

point-to-point digital cash system bitcoin in 2008. BC realizes the transformation from information chain to value chain and realizes the beginning of human construction of value transmission network. BC has the characteristics of decentralization, smart contract, traceability and security. Scholars generally predict that BC will be applied in eight scenarios, including financial services, credit investigation and ownership management, resource sharing, investment management, Internet of things and supply chain, public network services, election voting, and social welfare.

2.5 BDA in SCM.

Generally speaking, the application of a technological innovation in management practice has to go through three stages: evaluation and prediction, adoption and routinisation. In the previous studies, there were only three stages of study, i.e. study adoption intention. Considering that 4G communication technology, AI, RFID, cloud computing and other technologies have a good application foundation, we will focus on the research of Chinese manufacturing enterprises in the SCM adopting BDA technology.

2.6 SCM performance.

In modern enterprise management, efficient SCM is an important way to gain comparative advantage and enhance the competitiveness of enterprises. Supply chain performance evaluation is also the core part of SCM. Generally, 12 indicators in the supply chain operation reference (SCOR) model are used for evaluation (Supply Chain Council, 2006). Considering that the data involved in the 12 indicators cannot be obtained effectively in the questionnaire survey, we select two dimensional indicators of asset productivity and business growth to evaluate the SCM performance after adopting BC and BDA technology, referring to the research idea of Chen *et al.*, [14]. However, we do not exclude the case study of 3-5 manufacturing enterprises using SCOR model evaluation system.

The research concept is as follows: Figure 1: research concept framework (Next Page)

3. Research Hypothesis:

3.1 Technology context

Perceived benefits [15] describe the benefits that BDA technology can bring to organizations. For our research, it mainly brings advantages to SCM of manufacturing enterprises. For example, the faster the response to changes in market environment, the more accurate the enterprise can predict and manage supply chain risks, strengthen cooperation and reduce supply chain waste [16]. Modern enterprise management decision-making needs data support. BDA can reduce the disadvantage of information asymmetry of enterprise managers.

H1. The perceived benefits of BDA will have a significant positive effect on the adoption of BDA technology in SCM.

Compatibility has been the most frequently cited factor leading to innovation. Rogers [17] defined compatibility as “the degree to which the innovation is perceived as consistent with the existing values, past experiences, and needs of the potential adopter”. In our opinion, in addition to the compatibility of BDA technology with current enterprise value and work practice, enterprise decision makers should also consider the compatibility between technology and technology.

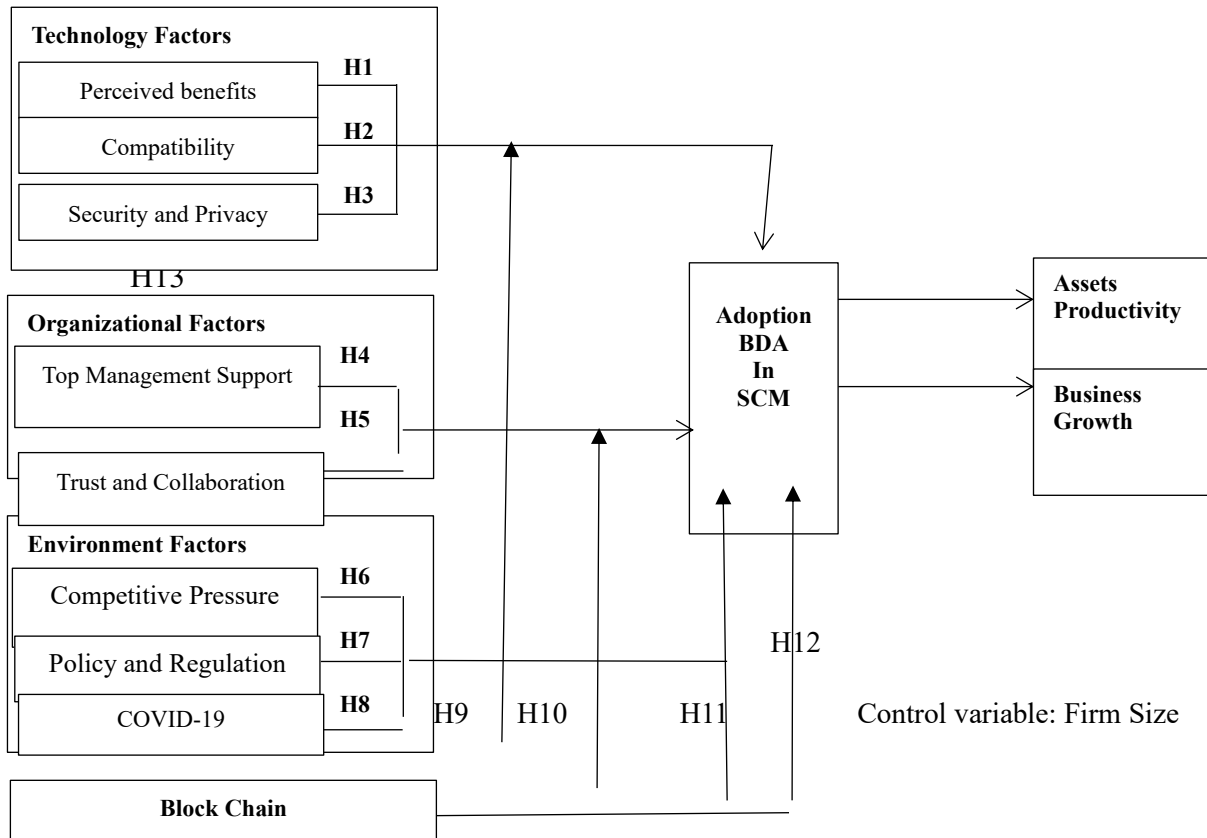


Figure 1: research concept framework

H2. There is a significant negative relationship between compatibility and adoption of BDA technology in SCM.

As a kind of enterprise resource, data is more and more important to enterprises with the development and use of BDA technology. The self-owned data of enterprise data information center and the cloud data provided by big data service providers will face security risks such as damage and hacker theft. Moreover, with the improvement of information security laws and regulations, the strength of personal information protection is growing, to ensure that consumers' personal information is not leaked, safe storage, effective use and development are the basis of adopting BDA technology.

H3. There is a significant negative relationship between data security and privacy protection and the adoption of BDA technology in SCM.

3.2 Organizational context

Top management (TM) support refers to “the degree to which top management understands the importance of the IT system function and the extent to which it is involved in IT system activities” [18]. Through this support, TM acts as the agent facilitating the changes of organizational norms, values, and cultures, which enables other organizational members to use and adapt to the new technology [19].

H4. TM support will have a significant positive effect on the adopt BDA in SCM.

Inter-organizational relationships is formed when two or more supply chain members decide to implement IT technologies to integrate their supply chain and share important supply chain information [12]. Trust in supply members is an important facilitator of inter-firm relationships [20]. Collaboration “refers to concentrating bilateral efforts on achieving goals that would not

be easily attainable alone” [20]. Trust and collaboration are the basis of data information sharing in SCM.

H5. Trust and cooperation will have a significant positive impact on the adoption of BDA technology in SCM.

3.3 Environment context

Competitive pressure refers to perceived pressure from business competitors that force a firm to adopt new technology for the sake of maintaining competitiveness. Regulations and government policies mean that governmental support requires a firm to adopt new technology [21]. China is a vast and completely competitive markets, manufacturing enterprises can only achieve sustainable development ability after completing intelligent manufacturing upgrading. *Made in China 2025 plan, new infrastructure plan*, etc. will lay the foundation for enterprises to adopt BDA technology, BC technology, etc.

H6. Competitive pressure will have a significant positive effect on the adoption of BDA technology incSCM.

H7. Policy and regulatory support will have a significant positive effect on the adoption of BDA technology in SCM.

The COVID-19 epidemic was discovered at the end of 2019 and continues to the present global pandemic. At present, 3.55 million cases have been confirmed, causing 250000 deaths (Xinhua News Agency, May 5, 2020). The global epidemic of COVID-19 has seriously affected the global economic recovery. Morgan Michael, senior global economist at JP. Com: Hanson, the global economy is plummeting since the fastest pace since World War II (Sina Finance, April 24, 2020). The spread of new pneumonia in the global scope has a periodic impact on the global supply chain system. In terms of logistics, the parts and components of countries with severe epidemic can't be produced on time, and the goods can't be transported in time, which affects the delivery ability and performance ability of enterprises; in terms of capital flow, the epidemic has worsened the investment environment and shaken the investment confidence; in terms of information flow, the redundant entry-exit control measures have prolonged the time of trade clearance, hindered the information transmission channels, and delayed the supply chain And the risk of disruption, especially in developing countries located in the middle and lower reaches of the supply chain and in industries such as mechanical equipment, electronic manufacturing and computers with longer production chains. Yang proposed to promote the transformation of global supply chain system to "digital" and "intelligent".

H8. The COVID-19 will have a significant positive impact on the adoption of BDA technology and BC technology in SCM.

3.4 BC

BC is a distributed system, and big data analysis is a distributed computing capability. BC provides the integrity of account books, and the ability of data statistics and analysis is weak. Big data has massive data storage technology and flexible and efficient analysis technology, greatly improving the value and use space of BC data, with optimization function. BC has the characteristics of decentralization, smart contract, traceability and security, which can effectively solve the problems existing in the process of SCM, such as weak control over the supply chain by the core enterprises, low matching between the traceability demand and the current capacity of the supply chain, isolated information island, lack of trust mechanism and so on.

H9. BC will play a significant negative effect on the technology factors of adopting BDA in SCM.

H10. BC will have a significant negative effect on the organizational factors of adopting BDA in SCM.

H11. BC will have a significant negative effect on the environmental factors of adopting BDA in SCM.

H12. BC will play a direct and significant positive role in the adoption of BDA in SCM.

3.5 SCM Performance

Assets productivity [22] is a primary measure used to assess supply chain performance, describing the extent to which a business productively uses both current assets (e.g., cash, inventory) and fixed assets (e.g., plants, property, and equipment). Important and established indicators of asset productivity are the asset turnover rate (i.e., sales/assets) and profitability (i.e., return on assets).

H13. The application of BDA in SCM will have a significant positive impact on asset productivity.

Business growth in a dynamic market is a function of the capability of creating a series of temporary advantages. By offering new insights in various areas, the use of BDA enhances the innovation opportunity for organizations to continually develop a series of temporary advantages in SCM [14]. Managers indicated that such information processing capability can enable their organizations to better anticipate and exploit rapidly emerging business opportunities.

H14. The application of BDA in SCM will have a significant positive impact on business growth.

4. Expected Contribution

Through data analysis, we expect to draw the following conclusions: First, the use of blockchain technology will have a significant regulatory effect on the application of big data technology in enterprise supply chain management. Second, the traceability and non-tampering characteristics of blockchain technology play a significant regulatory role. Third, large industrial manufacturing enterprises are willing to adopt blockchain technology.

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Smart Sales and Promotion Analysis System for Business

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Abstract

In the healthcare industry, there are many competitors and a variety of promotional activities from competitors. Poomjaithai, is one of a natural health products store that realizes the importance of online marketing however, however, the staffs lack experience in marketing. To attract customers, researchers began to evaluate the behavior of Poomjaithai' customers in each sales channel, monthly sales, and create promotions accordingly. The purpose of this research is to create a forecast model that aligns promotional products with the needs of customers and helps to make executive decisions. Subsequently, we developed an autonomous marketing analysis system (AMAS), which is a marketing automation that help to make decisions and plan strategies for selling health products online. This study is automated data mining research using data from real sales online. Using RapidMiner studio to analyze data with the various models such as classification method and cluster analysis, which the resulting in statical data would be capable of solving the afore mentioned problems. This enables constant data to solve problems and uses data to create dashboards through Power BI desktop to help people understand data and decide how to solve them.

Keywords: Data Science, Analytics, Machine Learning, Clustering, Classification, Marketing, Online, Promotion

1. Introduction

At present, people are getting healthier because of lifestyle changes from dusty weather, unhealthy food, work stress and the Covid-19 virus outbreak leads to positively influence more health product and herbal products being sold [1]. As well as the support of the government, there are many new competitors in this line of business nowadays [2]. With more sales channels and promotional activities, consumers have also changed their purchasing behavior in a variety of online channels, including online marketing such as Lazada, Shopee, JD central or even social channels had been manipulated for these wholesales [3]. Poomjaithai is one of Thailand's healthcare store that is well-known in the quality products. However, there are many competitors in the same industrial market. Thus, the brand would like to use information technology to analyze insights and to help to generate the patterns that led to competitive strategy. The purpose of this research is to create a forecast model that aligns promotional products with the needs of customers and helps to make executive decisions. AMAS has been developing and analyzing data from mining data from its online sales history database to help marketers and employees synthesize data [4]. Using the Enterprise Resource Planning (ERP System), Herbal Integrity Co., Ltd. Provided the sample datasets for this research, after that we verifies the data to find out if the required data is complete or not. Then when raw data is obtained to convert data transformation, so that it can be used in the modeling process with the following procedures [5-6]:

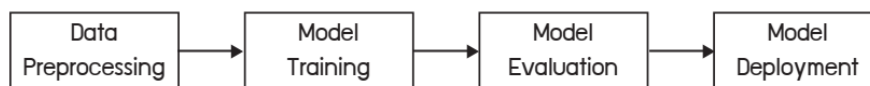


Figure 1. Modeling Process Framework [7, 8]

After received the sample dataset, the researchers first examined the data and converted it so that it could be used in the modeling process [9]. Then AMAS model has been developed and divided into four sub-systems as follows: 1) product classification system. 2) promotion channel prediction system. 3) promotion result prediction system. 4) dashboard system.

2. AMAS Model

2.1 Product classification system

This system helps to process product groups into six groups with cluster analysis [10-13] techniques using the K-Means method [14-18] through a program called RapidMiner Studio [19-22] in product grouping. The results of all six groups are as follows:

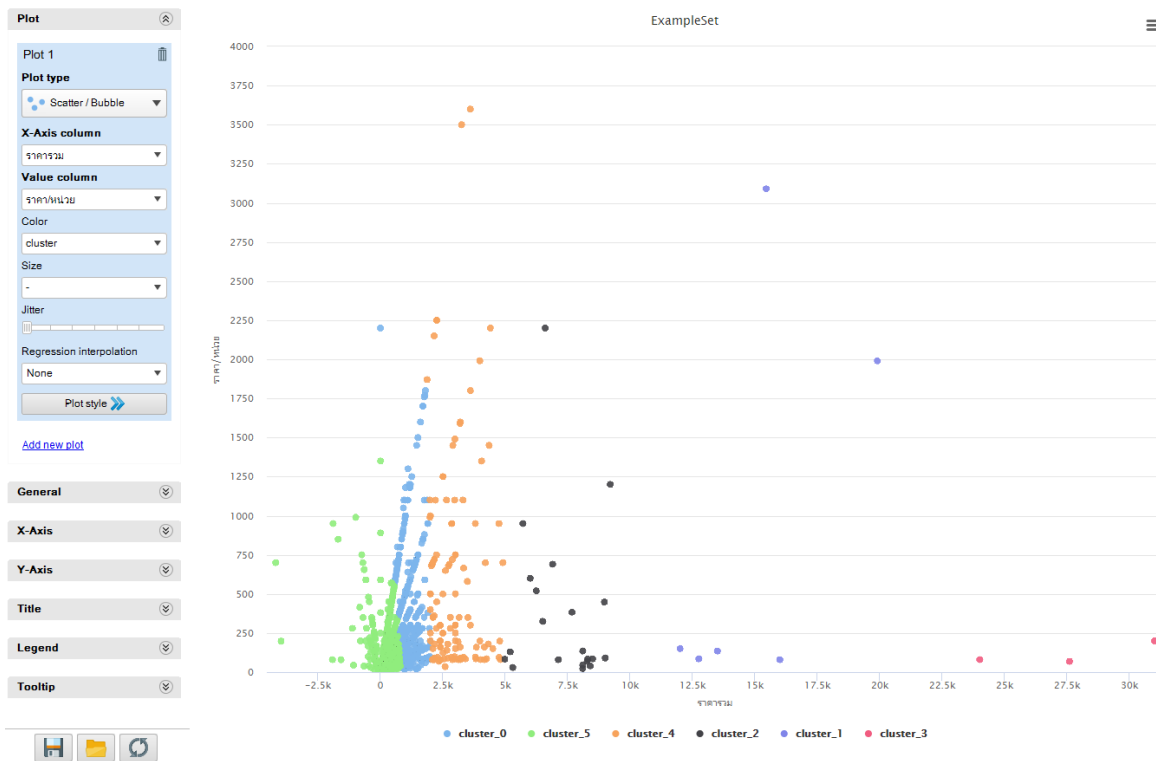


Figure 2. The data are divided into six groups by cluster analysis.

Group 1 is a product group with a price of less than 2,200 baht per piece and sold less than 2,000 baht, which is low-selling items. Sometime the company can market only one piece, therefore, the company should organize a promotion or change the specific strategies.

Group 2 is a product group with a price of less than 3,500 baht per piece and can be sold less than 2,000 baht but are re-purchased products. Because the customers are the group of regular customers or loyalty customers of that products, which is suitable for promoting specific sales to the particular customers such as the birthday period of the customers who purchased this product or organized the appropriate group promotion.

Group 3 is a product group with a price of less than 2,200 baht per piece and sales not exceeding 9,200 baht. It can also sell in large numbers. This group has clear sales channels. Products in this group should plan promotional strategies or ads on each online sales channel, including Lazada, Shopee, websites, Facebook, Line, etc.

Group 4 is a product that has a price per piece not more than 200 baht but has sales of more than 20,000 baht, making it found that it is a group of unusual that occur only in the current or events such as an outbreak, or news with the product itself. The company should do promotions or advertisements during the time when there is a trend that talks about the product. And bring

this item to a promotion program.

Group 5 is a product that has a product price of not more than 4,000 baht (generally most products are in the range less than 1,000 baht) and generate sales of not more than 5,000 baht as a product group. That the researchers think that with moderate sales the group also wants to get a promotion is a way which works for the promotion of goods monthly to boost sales to rise.

Group 6 is a product with a unit price not exceeding 4,000 baht, and between with negative sales and less than 1,000 baht, or products in this group have a low price per piece, not an extremely high sales price, and there are also a lot of returns. The company should plan to change the strategy in this group accordingly, and it should be a wholesale promotion and should find out why and resolve it as soon as possible.

The product classification system allows researchers to plan and modify strategies for effective promotion or product promotion.

2.2 Promotion channel prediction system.

A system for forecasting products that should be promoted in each channel. This system uses the data method. Classification [23-25] the researchers tested models such as Decision Tree [26-27], Random forest [28] and Gradient boosted [29] trees to find the best model to use in this system forecast.

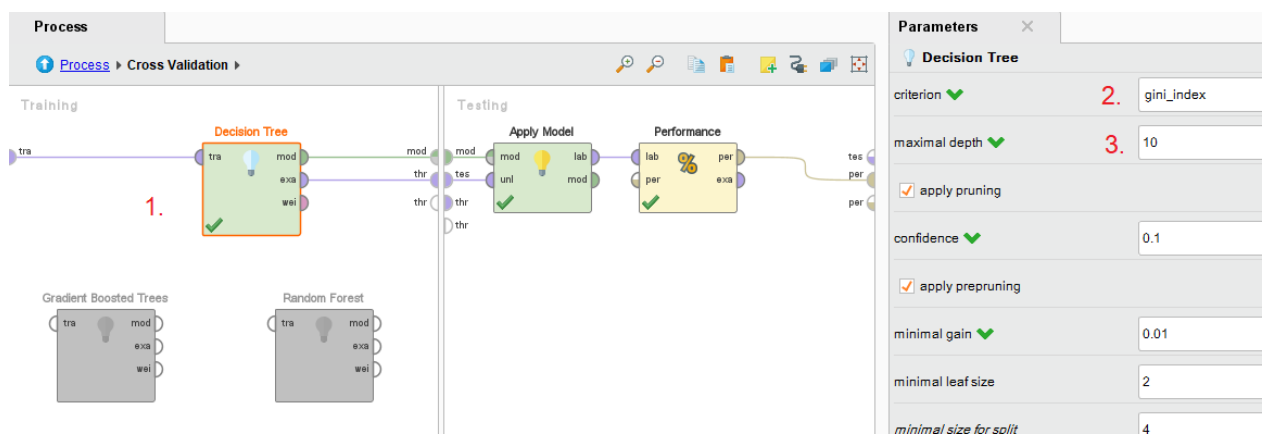


Figure 3. Process data using the cross-validation method.

The AMAS model uses the cross-validation method [30] to find accuracy and precision. Accuracy is the percentage that describes how accurate the model is, the better result is nearly to one. Precision is the value of the probability that the model will predict the data correctly [25,31].

$$Precision = \frac{TP}{(TP + FP)}$$

Eq 1. Precision

$$Recall = \frac{TP}{(TP + FN)}$$

Eq 2. Recall

The precision equation (Eq 1.) get the value as accuracy percentage (closer to one), that is the accurate prediction model. Recall is the completeness of the data. At the interpreter, it can detect the data spam by the value with the recall equation (Eq 2). It gets the value as accuracy percentage that close to one, so it is completed.

Precision Test Ch	accuracy: 68.61% +/- 0.94% (micro average: 68.61%)							Precision Test M		
70.42%								0.00%		
44.93%								0.00%	ACC M	Pre M
39.02%	pred.1	5006	1799	290	2	9	3	70.42%	0.00%	0.00%
0.00%	pred.2	597	510	56	2	0	0	44.93%	0.00%	0.00%
37.50%	pred.3	25	22	32	0	3	0	39.02%	0.00%	0.00%
0.00%	pred.6	0	0	0	0	0	0	0.00%	0.00%	0.00%
31.98%	pred.5	3	0	1	1	3	0	37.50%	0.00%	0.00%
	pred.4	0	0	0	0	0	0	0.00%	0.00%	0.00%
	class recall	89.38%	21.88%	8.44%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%
Recall TEST CH	89.38%	21.88%	8.44%	0.00%	20.00%	0.00%	23.28%	0.00%	0.00%	0.00%
Recall TEST M	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Figure 4. Finding the mean to be used as a benchmark for the best model conversion.

After obtained all their performance values, the researchers have taken those values to find the mean. To be used as a benchmark for the best model conversion and use that model to forecast information to find the channels that each SKU will sell best in summary, the results of this system will answer the question “In what channel should this item be sold as a percentage?” Nowadays, with a wide range of online sales channels such as Facebook, Lazada, Shopee, websites, and more [32-33]. The new system (platform) helps to recognize what marketing channels suit to each product and helps to plan strategies to draw customers’ attention across each channel. Users can use the platform to analyze products, to understand why products sell well in the niche market, and then, to increase sales across other channels in the future.

2.3 Promotion results prediction system.

A system for forecasting products should be promoted each month. This system uses the same method as the predictive product forecasting system for each of the previously mentioned channels, but this system is different in the result from selling products each month.

1	A	B	S							X	Y	Z	AA	AB	AC	AD	AE	AF	
			S	T	U	V	W	prediction	Facebook										Lazada
8308	822300057	รายการจัด 10ขวด สกิน	0%	0%	0%	85%	1%	11	99.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Facebook	cluster_5
8309	811100129	แปรงขัดสนชาวจีน 70เมล็ด สกิน	0%	0%	0%	75%	2%	11	99.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Facebook	cluster_5
8310	812200007	สบู่นวน 10ชิ้น สกิน	0%	0%	0%	44%	0%	3	99.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Facebook	cluster_5
8311	866200007	เจลล้างหน้าสมุนไพร สมุนไพร ชาไทยผสม ชาชา 50กรัม พืช	0%	0%	0%	45%	0%	3	52.0%	0.1%	0.1%	0.1%	47.5%	0.1%	0.0%	0.0%	0.0%	Facebook	cluster_5
8312	811100144	แปรงขัดสนชาวจีน (ชา)ชนิดใหม่ 30เมล็ด สกิน	0%	0%	0%	45%	0%	3	99.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Facebook	cluster_5
8313	811100187	แปรงขัดสนชาวจีน (ชา) 150เมล็ด สกิน	0%	1%	2%	78%	0%	11	3.2%	0.1%	0.1%	0.1%	96.6%	0.1%	0.0%	0.0%	0.0%	Website	cluster_0
8314	811100159	แปรงขัดสนชาวจีน 150เมล็ด สกิน	0%	1%	1%	84%	0%	11	4.6%	0.1%	0.1%	0.1%	94.8%	0.2%	0.0%	0.0%	0.0%	Website	cluster_5
8315	866200007	เจลล้างหน้าสมุนไพร สมุนไพร ชาไทยผสม ชาชา 50กรัม พืช	0%	2%	1%	89%	0%	11	52.0%	0.1%	0.1%	0.1%	47.5%	0.1%	0.0%	0.0%	0.0%	Facebook	cluster_5
8316	822300043	ชาพรีเมียม 40กรัม/30ซอง (ชา)	0%	0%	0%	58%	0%	11	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Lazada	cluster_5
8317	843500030	เจลล้างหน้าสมุนไพร (ชา) 50กรัม พืช	0%	1%	0%	58%	0%	11	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Lazada	cluster_5
8318	822300144	สบู่ล้างหน้าสมุนไพร 20กรัม สกิน (ชา)	0%	0%	0%	58%	0%	11	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Lazada	cluster_5
8319	841100017	แปรงขัดสนชาวจีน (เล็ก)	0%	1%	0%	36%	0%	3	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Lazada	cluster_5
8320	833300018	กาแฟสำเร็จรูปผสม ชา ใบชา คอฟฟี่ (10 ซอง)	0%	2%	0%	69%	0%	11	0.1%	0.1%	99.7%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	Shopee	cluster_0
8321	811100190	แปรงขัดสนชาวจีน 100เมล็ด กรงเทพฯไฟโลต	0%	0%	0%	85%	0%	11	2.4%	0.1%	97.3%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	Shopee	cluster_0
8322	811100190	แปรงขัดสนชาวจีน 100เมล็ด กรงเทพฯไฟโลต	0%	0%	0%	85%	0%	11	2.4%	0.1%	97.3%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	Shopee	cluster_0
8323	822300043	ชาพรีเมียม 40กรัม/30ซอง (ชา)	4%	1%	0%	71%	0%	11	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Lazada	cluster_5
8324	869300119	ชุด Set Bride Coffee 3 กลิ่น P90	0%	0%	0%	94%	0%	11	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	99.8%	0.0%	0.0%	Shopee	cluster_2
8325	869300120	ชุด Set Pruksa Bhaesaj Spray 3 ชั้น P90	0%	0%	0%	94%	0%	11	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	99.8%	0.0%	0.0%	Shopee	cluster_2
8326	869300121	ชุด Set Pruksa Bhaesaj Aloe VeraGel 3 ชั้น P90	0%	0%	0%	94%	0%	11	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	99.8%	0.0%	0.0%	Shopee	cluster_2
8327	811100190	แปรงขัดสนชาวจีน 100เมล็ด กรงเทพฯไฟโลต	1%	2%	0%	75%	0%	11	92.8%	0.0%	7.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Facebook	cluster_0
8328	866200007	เจลล้างหน้าสมุนไพร สมุนไพร ชาไทยผสม ชาชา 50กรัม พืช	1%	1%	0%	75%	1%	11	98.6%	0.0%	0.0%	0.0%	1.3%	0.0%	0.0%	0.0%	0.0%	Facebook	cluster_5
8329	811100190	แปรงขัดสนชาวจีน 100เมล็ด กรงเทพฯไฟโลต	0%	3%	0%	87%	0%	11	1.8%	0.0%	98.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Shopee	cluster_0
8330	811100190	แปรงขัดสนชาวจีน 100เมล็ด กรงเทพฯไฟโลต	0%	3%	0%	87%	0%	11	1.8%	0.0%	98.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Shopee	cluster_0
8331	843500030	เจลล้างหน้าสมุนไพร (ชา) 50กรัม พืช	2%	1%	0%	61%	1%	11	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Lazada	cluster_5
8332	822300043	ชาพรีเมียม 40กรัม/30ซอง (ชา)	0%	1%	0%	64%	0%	11	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Lazada	cluster_5
8333	833300001	แปรงขัดสนชาวจีน 150เมล็ด กรงเทพฯไฟโลต	0%	0%	0%	15%	0%	3	99.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Facebook	cluster_5
8334	811400014	สบู่ล้างหน้าสมุนไพร สกิน	0%	1%	0%	62%	3%	11	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Facebook	cluster_5
8335	822700024	สบู่ล้างหน้า 150กรัม สกิน (ชา)	0%	1%	0%	56%	0%	11	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Facebook	cluster_5

Figure 5. Results from Data Classification and Cluster Analysis

This system forecasts which month the percentage of each product is likely to be sold. These are different from the previous systems, where the new system model will demonstrate more leads across each channel. It is also recommended to promote the product in any month to make it as effective as possible to attract customers. Brand can use this information to organize monthly promotions for the sale and purchase of those products.

2.4 Dashboard system

Due to the various systems mentioned earlier, the AMAS system uses the data science analysis method [34-35], which reported that the public. Designed the AMAS system for presenting information by providing an easy-to-understand dashboard through Power BI [36-37]. The AMAS system support the board of directors to jointly plan strategies by analyzed data from the system and apply them in practical situations [38].

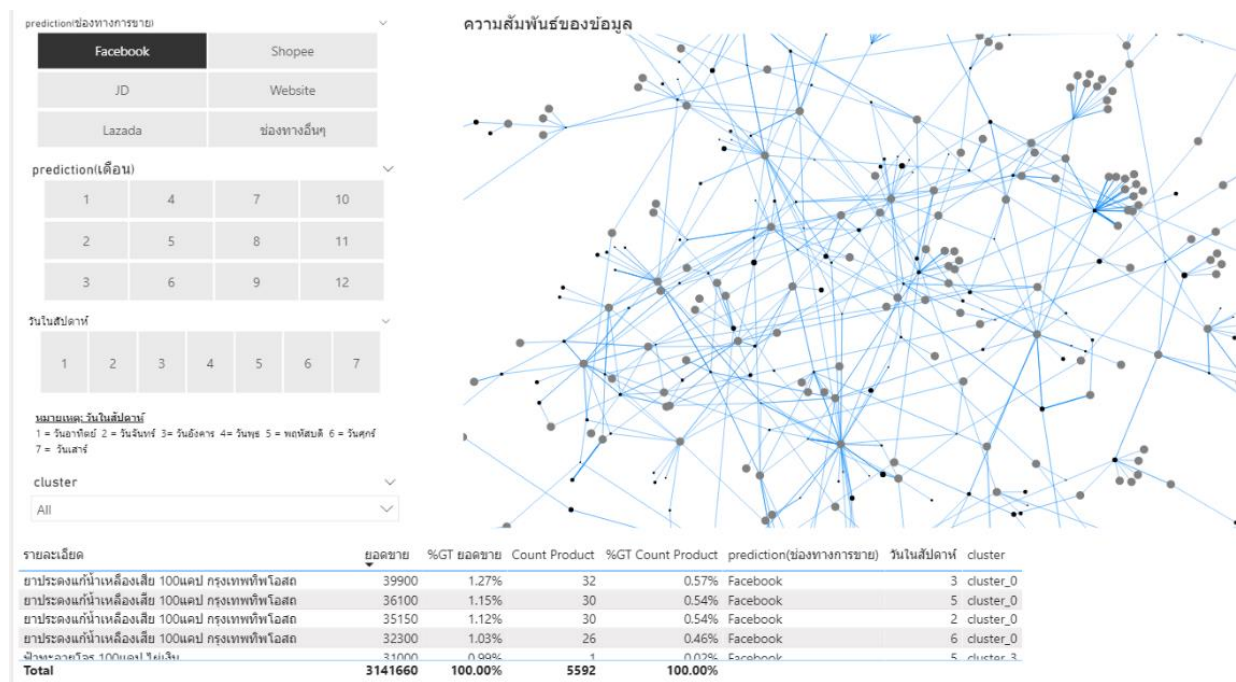


Figure 6. AMAS system Dashboard

The system can view Dashboard style data via Power BI application server anytime and anywhere, in addition, the AMAS system can be accessed from either the computers or the mobiles [39-40].

After testing promotions using the AMAS system, the results were satisfactory, as online channel sales in December 2020 increased by 102.53% compared to sales on online channels in December 2019 and grew more than 21% in November 2020 in a presentation to executives on Tuesday, January 5, 2021. It found that the fastest growing sales channels and customers interested in health products uses Shopee channels, especially in July and November, which the researchers propose. There is a focus on working in this channel as well as organizing special monthly promotions to be consistent with information and to increase sales to the company's online channels.

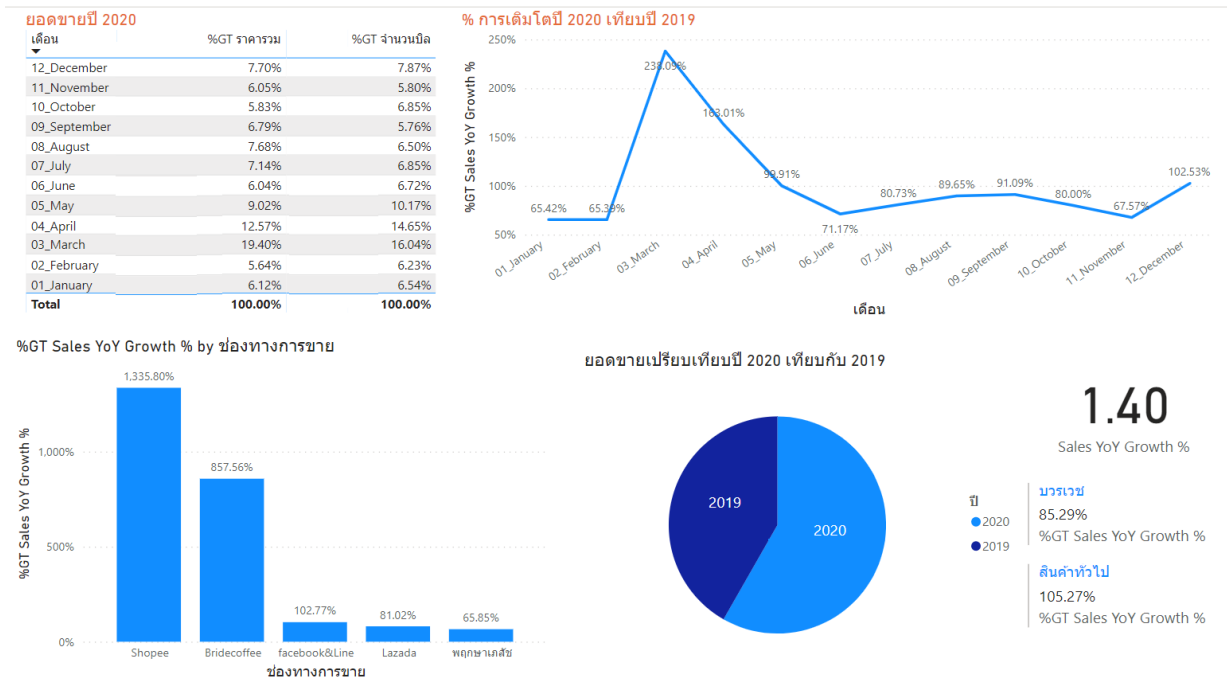


Figure 8. AMAS system Dashboard comparing sales between years 2019 and 2020.

Therefore, it is recommended to develop the AMAS system to support large datasets so that datasets can be imported from many Poomjai Thai Official channels in Bangkok, analyze, and compare the differences between the two online and offline sales channels. To develop a more viable store marketing strategy.

3. Finding

As a result of the research studies on sales analysis and promotional intelligence, AMAS, the findings can be summarized based on the following points:

Part 1: Product segmentation data that can be easily understood to decide on marketing strategies in online channels requesting this data set has been divided into six groups by segmentation K-mean. 6. The group of goods should be in a wholesale manner, which when segmented accordingly makes it easier for the company to plan strategies.

Part 2: Analyzing product information on each channel and each month which products sell well each month in order to bring products to stock or organize promotions that attract customers to the online channels of Pride Thai. The best summary of the subjects for predicting which products should be promotional each month is random forest subjects, with the subject's line of gain ratio and maximal depth = 10 and number of trees = 300 for reasons of accuracy. = 76.39%, precision = 76.13% and data completeness (recall) = 75.53%, and the subject for forecasting sales on each online channel is the Gradient Boost model. ed trees by maximal depth subject control = 25 and number of trees = 500 with accuracy = 96.02%, precision = 68.07%, and Both subjects can forecast products that are likely to sell well each month and each online store's sales channel, which meets the needs of which products should be offered to drive sales or attract customers to the company's online store.

Part 3: Analyzing customer shopping habits on online channels concludes that the most mature sales channel is Shopee, with researchers discovering that customers in this channel are a group of healthy customers who love health and sell supplements well. The top-up rate compared to

the previous year was 13.35 times (1,335.80%), second only to social media, marketplaces or Facebook and LineOA. Lazada channel grew more than 81.02% last year, unfortunately, researchers were unable to analyze the data on the website because there was too little information (the Proud Thai website was created in March 2020).

Part 4: Developing strategic planning for the organization after the researchers obtained the data from the sales analysis and promotional intelligence system, the researchers took the information and organized promotions on each channel to increase sales and attract customers to know the Proud Thai store online. The group of products that the company should develop co-sales to the appropriate sales model by executives can view the statistics and understand them via the online dashboard, allowing for more accurate analysis of the status and availability of strategic plans.

4. Conclusion

According to the research, strategic planning from sales analysis and smart business promotions has been satisfactory since online channel sales in December 2019. 2020 increased by 102.53% compared to online channel sales In December 2019, the company grew by 21% more in November 2020. In addition, it was found that the fastest growing sales channels for customers interested in health products were at Shopee channels, especially July and November. The company's focus on this channel is to organize special monthly promotions in line with the information and increase sales for the company's online channels.

This developed business intelligence sales and promotional analytics system has improved to achieve satisfactory results. However, the researchers have the following recommendations for their next research:

1. Developed to support larger data sets so that datasets can be used from office sales. Let's analyze and compare the differences between the two sales channels to develop the company's marketing strategy to be more viable.
2. Add analysis of customer list information to online channels to create a better customer relationship system in the future.
3. The probability analysis system should be added using the Regression technique to determine the suitability of the % (0-100), which predicts how many % of the customer will respond to and purchase this product, improving strategic planning decisions.
4. Analyzing and studying subject test values should be more accurate. Both accuracy, precision, and data completeness (recall) are both accuracy and accuracy in data forecasting.

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Sustainable Tourism Community: A Case Study of selected cities in the Ratchaburi Province, Thailand

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Abstract

Community sustainable tourism is a good opportunity for Ratchaburi, where locals and stakeholders are key to sustainable development. The purpose of this paper is to understand the problems in the process of practicing sustainable development and to improve the awareness of sustainable development in the community. This study adopts a qualitative analysis method to understand how tourism stakeholders practice sustainable development in the Ratchaburi community through field experience and in-depth interviews, and to analyze the problems and solutions encountered in the development of the Ratchaburi community. The researchers chose the method of stereotyping analysis to study the interviewees by collecting data from the resort, homestay, garden, and cafe, as well as local people, including 3 owners, 5 managers and 2 local people. The researchers conducted an in-depth semi-structured interview. According to the research, the staff of the hotel, cafe, and garden in the Ratchaburi community have the awareness of sustainable development, and they are all helping the sustainable development of the community in their own ways, such as garbage sorting and separating recyclable and non-recyclable things. And using biodegradable and easily recyclable cups, as well as paper straws, and using organic materials to reduce pollution. However, the awareness of sustainable development of the local community is weak, the level of knowledge and culture is limited, the awareness of participation is insufficient, and other internal factors. It is suggested that the community should have certain training for the local residents, which can arouse the local people's awareness and responsibility for the local environment. Develop a set of criteria to measure progress, as long as local people have certain knowledge about sustainable development when tourists come to visit, local people can take responsibility to inform customer behavior, at the same time to protect and restore the development of the natural environment that people and economy depend on for survival, make Ratchaburi community more sustainable development.

Keywords: Community tourism, Sustainable development

1. Introduction

In recent years, Thailand has put forward the slogan for the sustainable development of tourism, vigorously develops sustainable tourism, emphasizes energy conservation, and minimizes damage to the natural environment, and protects the natural environment and ecological balance while developing tourism. Provided for travelers sustainable living experience, Sustainable development tourism is developed in the context of the booming tourism industry, the continuous improvement of the quality of tourists, and the deepening of people's awareness of the living environment. In the process of tourism, the principle of not harming the existing local tourist objects and the environment is always implemented, and it is important to the local economic and social environment. The improvement means that while promoting the

development of the regional economy in the tourist area, the ethnic culture in the tourist area is inherited and developed. Sustainable tourism has become a hot spot in the development of tourism in the world today, and it is the fastest-growing part of the tourism industry. The positive significance of sustainable development of community tourism brings to the community at the same time brings some major problems, residents and community stakeholders is an important key of sustainable development, natural resources, they need to know the environmental protection and protection of local history and culture, the correct understanding of tourists and local residents to help all levels of people's participation in tourism development. In host-guest exchanges, guests will guide residents to realize that the most local ethnic characteristics are what tourists are most interested in. Protecting these ethnic characteristics will also preserve the source of tourists here so that the national culture can be inherited and developed. The capacity of tourism to improve the living conditions of people has resulted in the emergence of new destinations all over the world, with several developing countries entering the tourism market recently (UNWTO, 2018). For many of these countries, tourism has become an important product, allowing the local communities to share their natural environments with tourists seeking more authentic experiences (Chin et al., 2017). Tourism initiatives help communities to diversify their sources of income, creating new jobs and avoiding the flight of young people to urban areas (Mair, 2006).

2. Research Objectives

RO1: To study the importance of sustainability for the Ratchaburi community.

RO2: To study the changes in sustainable tourism in the Ratchaburi community during and after Covid-19.

RO3: To study the problems and solutions encountered in sustainable development in the Ratchaburi community.

RO4: To investigate the Ratchaburi community's practice of sustainable tourism.

3. Literature Review

3.1 Platform-mediated tourism micro-entrepreneurship: implications for community-based tourism in Thailand.

As contemporary tourists are increasingly looking for unusual and exciting physical and emotional, will seek to experience the travelers and the local products, combined with one of their main selling points is their ability to provide services, can give travelers have more opportunities for social interaction with the locals, thus, the truthfulness of the local tourism Shared economic platform promotion at the same time also to the tourism businesses are good economic and social benefits.

This paper provides strategic and long-term support in the context of Thailand to demonstrate how a shared economy platform promotes collaboration between tourism microentrepreneurs and local communities, resulting in the creation of mutually beneficial and win-win approaches to sustainable community tourism. In the understanding of sustainable tourism entrepreneurship development and CBT initiative, three different business models are found, based on tourism products, membership, and contribution to the destination community. Tour offerings include customized Tours and private guided Tours, local food experiences, workshops, and other local/community-oriented activities. Most importantly, the Thai online platform works closely with the Thai government to promote tourism micro-entrepreneurship to contribute to the community-based tourism industry. Between tourism microentrepreneurs and local communities, there is creativity to achieve win-win outcomes sustainably.

3.2 Community-based management of the USAT Liberty, Bali, Indonesia Pathways to sustainable cultural heritage tourism.

As a vast archipelago country with a population of more than 250 million people from many different ethnic groups and cultures, Indonesia has a rich and diverse cultural heritage, including over 12,000 documented sites. If these sites can be used as tourist areas, they can be a big source of national revenue. However, the effective management of so many sites can be overwhelming for the government and requires the assistance of the local community. Besides, a sustainable tourism system is required to prevent the destruction of local sites due to unmonitored tourism activities.

This article for sustainable cultural heritage tourism provides an example, this paper evaluated the local community management of the site through a formal interview with major stakeholders and informal dialogue and field observation, the sustainable development of the cultural heritage, and together, the method of sustainable tourism heritage community support in the form of such way to promote the development of sustainable development, at the same time increase the local community economic growth, increase the income of the local government, the government can solve such problems as excessive exploitation and poverty alleviation at the same time. Work with local people to identify and interpret heritage sites and develop strategic planning procedures for conservation and tourism activities. Local communities start informal businesses that do not require significant investment, such as souvenir shops, food stalls, local handicrafts, or cabins. Increase local participation in local tourism development. Small-scale business development can increase the value of the heritage and popularize the culture of the local community through local food, indigenous crafts, and traditional arts.

3.3 Engaging the rural communities of Sri Lanka in sustainable tourism.

This paper aims to explain how rural communities in Sri Lanka are responding to the challenges of high unemployment and low household income in a post-conflict society and to explore the possibility of engaging rural communities in sustainable tourism development. Through the framework of rural self-development, participation in tourism development, and community-driven sustainable tourism approaches can bring benefits to the entire community while preserving traditional lifestyles. Through the SAAGG (South Asian Academy for Good Governance Community) Team, the collaboration between the Institute and the community will ensure that the community has a voice and a stake in how tourism is developed. Tell everyone that tourism is about bringing people together to share heritage, culture, resources, ideas, and perspectives. The author proposes a four-step approach to sustainable tourism in rural communities in Sri Lanka:

(1) Develop the concept of “homestay tourism”

Community-driven, environmentally friendly, respectable and sustainable.

(2) Discuss and reach an agreement on the pilot project of tourism cooperation in Sri Lanka Development Authority, Institute of Research and South Asia Institute of Good Conduct Governance.

(3) Develop a plan with all stakeholders -- rural communities, banks, and governments.

(4) Implement, learn, share, and promote the community tourism Anuradhapura homestay program through a pilot.

4. Methodology

4.1 Research Design

In this study, stereotyped methods, semi-structured in-depth interviews, a large amount of detailed information were collected in relatively few cases, and non-digital data were obtained

under open dialogue to help researchers collect relevant data. Analyse how most industries related to tourism in this community implement the sustainable development strategy and the problems and challenges encountered in the process. The questions in this study are very open and flexible. The researchers will encourage the interviewees to answer the questions through their own understanding and obtain a large amount of information through simple questions.

4.2 Sampling Procedure

The research scope of this study is 6 cities in Ratchaburi province, including Ban Pong, Photharam, Bang Phae, Mueang Ratchaburi, Damnoen Saduak and Wat Phleng. The locals in the community and tourism-related industries are taken as the research objects. The researchers collected 11 data using semi-structured interviews and interviewed the managers of 3 resorts and the owners of 2 homestays. The owners and manager of 3 cafes, a garden manager, and two locals conducted in-depth interviews. The interview time is from February 27th, 2021 to March 20th, 2021. The samples selected in this study are all closely related to community tourism. Researchers make appointments with interviewees through telephone contact, and then collect information through face-to-face semi-structured interviews.

4.3 Data Analysis

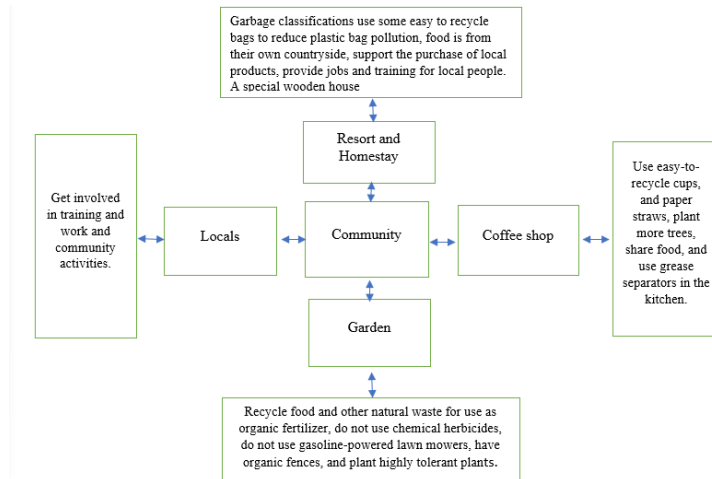
The researchers used a “narrative analysis” approach to gather information from in-depth interviews with interviewees. A narrative analysis framework allows researchers to interpret information within the scope of the study and enables researchers to come to a variety of explanations and conclusions by focusing on different factors.

5. Results and Discussion

The researcher followed the four main objectives of the study which were:

RO1: To study the importance of sustainability for the Ratchaburi community.

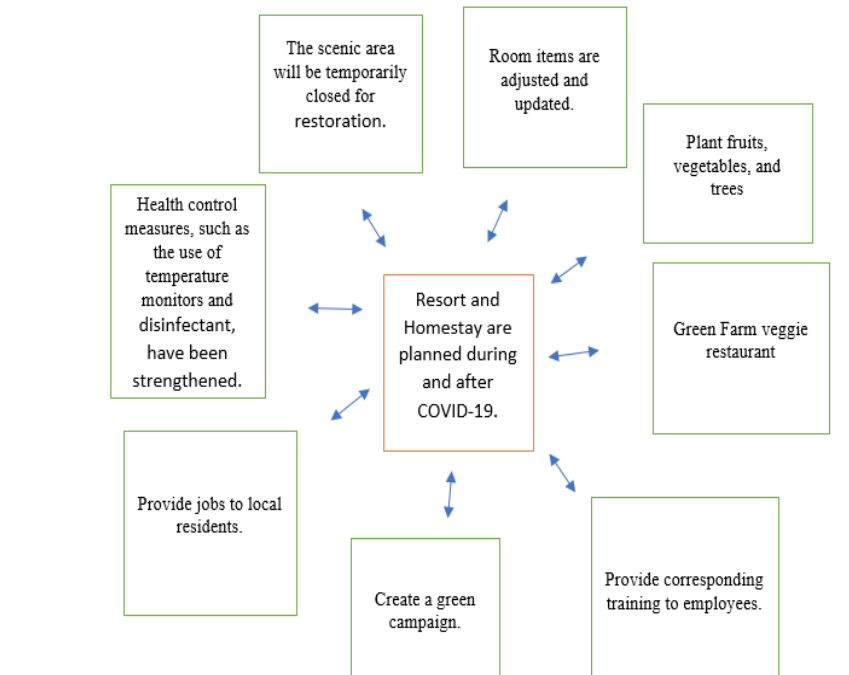
We start with 4 parts of the Ratchaburi community. The first part is resort and homestay. Through the interview, we learned that all resorts and homestay have garbage classification and separate the recyclable and non-recyclable things. Most resort and homestay have their own gardens to grow vegetables and fruits, and part of the food is from their own gardens. They support the purchase of local products, and they provide local people with jobs and even some basic training. Some resorts use special wooden houses to make them cooler and save on electricity bills. The second part is the coffee shop, coffee shop through the use of recycled glass, and paper straw instead of plastic products, by planting more trees to improve air quality, make the day without running out of cake among employees, with their planting coconut cake, coconut share to the locals and kitchen use oil separator to protect the environment from oil pollution. The third part is the garden, compost, and recycling of food and other natural waste for use as organic fertilizer. Composting them into nutrient-rich organic fertilizer for your garden. No chemical herbicides, no gasoline-powered lawn mowers, organic fencing to plan gardens, and planting high-tolerance, low-moisture plants to save water. The fourth part is the local people, the sustainable development of the community. All the above three parts provide jobs for the local people, and the green development of the community also attracts the local people to participate. Through information collection and analysis, the community starts to actively create a green development model, which can attract more high-quality customer groups and residents to participate and realize the benign interaction between the community and nature, which not only reduces the waste of resources and the degree of environmental pollution but also realizes a new green economic development model. To realize the transition of community development from a low level to a high level, from single function to multi-function, and from traditional to green, to promote urban renewal and efficient development.



Figures 6.1 Sustainable development in Ratchaburi community

RO2: To study the changes in sustainable tourism in the Ratchaburi community during and after Covid-19.

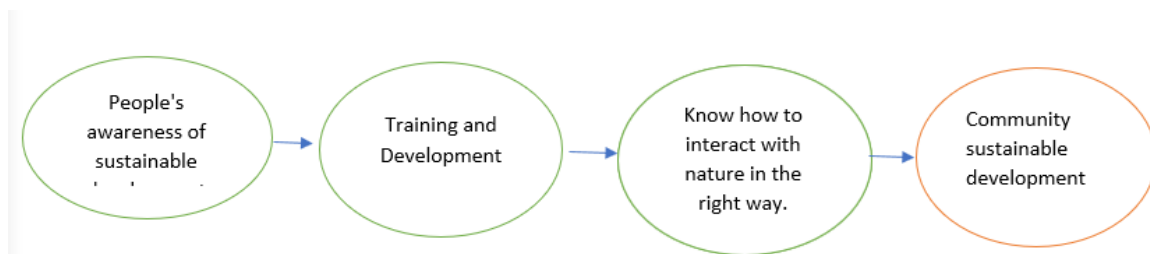
Adhering to the concept of sustainable development, all RESORT and Homestay strengthened hygiene control measures during COVID-19, such as using temperature detection equipment, disinfecting each customer and employee's hands with alcohol, registering customer health information, etc. During COVID-19, when the number of customers was very small, some resorts suspended the opening of some scenic spots in the resort and strengthened the protection of relevant facilities in the scenic spots. The rooms were then reconfigured and updated, with lots of plants and desks made of recycled wood, waiting for COVID-19 to greet customers with a new look. During this period, some resorts and homestay began to plant a large number of fruits, vegetables and trees, which could not only achieve self-sufficiency but also save money and waste. Adhering to the concept from farm to restaurant, the food materials are fresh and healthy from their own agricultural products, and they all focus on the restaurant to attract customer groups through green and environmental-friendly restaurants. Some resorts fire new employees but retain old ones to save unnecessary resort expenses. After COVID-19, they all plan to hire local staff, and some resorts will provide training accordingly. And Homestay will welcome family tour groups to participate in green activities, such as making postcards out of fallen leaves and planting trees together.



Figures 6.2 The changes in sustainable tourism in the Ratchaburi community during and after Covid-19

RO3: To investigate the problems and solutions encountered in sustainable development in the Ratchaburi community.

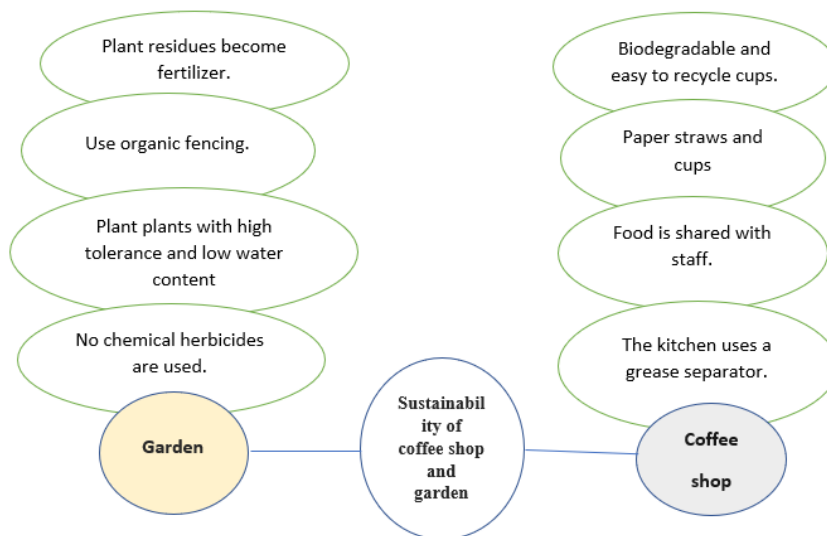
Ratchaburi community sustainable development and the relationship between people and nature are closely linked, we should have a certain understanding of the growth of environment, for example, we should know how the river is running, garbage is how to deal with, we need without having to use policy constraints under the condition of know how to deal with environmental pollution problems, Ratchaburi in the process of sustainable development, by the local people and the survey of the garden, as a result of the local education level is not high, so the concept of sustainable development of local weak and need more training, Training can create awareness and a sense of responsibility for the local environment. Develop a set of standards to measure progress, as long as local people have certain knowledge about sustainable development when tourists come to travel, local people can shoulder the responsibility to inform customer behavior, while protecting and restoring the development of the natural environment on which people and economy depend for survival.



Figures 6.3 Ratchaburi community sustainable development

RO4: To investigate the Ratchaburi community's practice of sustainable tourism.

We start with two parts of sustainable tourism in the Ratchaburi community. The first part is the garden, which is popular among tourists in Ratchaburi. The garden is a simple way to turn kitchen waste and plant residues into fertilizer, which mimics the material recycling in nature and uses microorganisms to decomposing organic waste into nutrients. The resulting fertilizer improves the soil structure of clay and sandy soil, making it suitable for growing and rich in nutrients. In situ composting also reduce the outsourcing of vegetative soil and peat soil, reduces the damage to the environment, rejects the use of chemical herbicides, and focuses on the production of healthy and nutritious organic plants with low pesticide residues. Therefore, pesticides and fertilizers are not used in the agricultural production process. And using organic fences to plan our gardens, and then planting lots of high-tolerance, low-moisture plants to save water. The second part is the coffee shop, a coffee shop in Ratchaburi most of them are built in the woods, and by nature beautiful scenery to attract customers, through the interview we know what to do for a long time to attract customers, coffee shops have their own way of sustainable development, the use of biodegradable and recycled glass, and can reduce the store's overall waste paper made of straw, while ensuring the take-out beverage store the current profit space is large. For the sake of freshness, the unsold food in the coffee shop will be shared with the staff every day, and the kitchen uses a grease separator to protect the environment from being polluted by oil. In these ways, sustainable development can affect the community's desire to have a positive impact.



Figures 6.4 Sustainability of coffee shop and garden in Ratchaburi

6. Conclusion and Implications

This study is based on Ratchaburi community tourism sustainable development, the researchers into the community, learn about the local customs of society at the same time interviewed about careers within the community and tourism and local, to know staff basic within the community, there is the consciousness of sustainable development, is in their own way to help the community sustainable development. Although community tourism sustainable development momentum leads to community environment pollution is always a problem, then the lagging economic development and knowledge level is limited and insufficient participation, the restriction of internal factors. The revenue of the tourism industry comes from the visitor, who

cares about the tourist attraction, who "spends" money on it. Through the interconnection of attractions and services, visitors and tourism, local residents form the main component of a functional ecosystem. Whether their proportion is coordinated is related to the health and stability of the system. In the ecosystem of the tourism community, environmental protection and local residents are often neglected, and the stage and degree of development of community tourism are often at a low level. Therefore, if the community can train local residents to a certain extent, it can arouse local people's awareness and responsibility of the local environment. Develop a set of criteria to measure progress, as long as local people have certain knowledge about sustainable development when tourists come to visit, local people can take responsibility to inform customer behavior, at the same time to protect and restore the development of the natural environment that people and economy depend on for survival, make Ratchaburi community more sustainable development.

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Human-Wildlife Interactions at Khao Yai National Park, Khao Kheow Open Zoo, and Safari Park, Kanchanaburi

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Abstract

Human-wildlife interactions are the new trend where creation of adventurous activities enhances the involvement for observation and feeding to connect the community and wildlife. The impacts that are generated upon the natural environment and wildlife habitat are according to the purpose of the visit and consideration of conservation programs to reduce the carbon footprint in the site and establish an ecotourism travel that have the least negative impact on the environment and degradation of nature. The aim of this study is to discover the natural alteration and capabilities of human-wildlife interactions to change the behaviors and habitat of wildlife during close encounters, and to be able to discover tourist expectations and experiences according to the level of satisfaction during their site visits at Khao Yai National Park, Khao Kheow Open Zoo, and Safari Park, Kanchanaburi. The research objectives are to find out both positive and negative impacts generated from human interactions with the wildlife, determining tourists' expectations during wildlife encounters, investigating the alteration in wildlife behaviors from habitat development programs, and finding out the impacts on nature of wildlife tourism. The methodology of the research consisted of two qualitative methods. The first was in-depth interview with the National Park Rangers, Zoo Keepers, and tourists at the sites with a total sample of 16 informants. The judgement sampling technique was used to select the informants for the interview. The other method was observation of wildlife during human encounters to note down their behaviors and reactions. The interview was carried out from February 16-25, 2021 at the appropriate sites. The main findings were that human involvement with wildlife habitat had both positive and negative outcomes which were through the use of technological equipment and the wildlife conservation programs to enrich the wildlife's habitat in improving their living environment, but on the other hand, the captivation and illegal activities were also present from the interactions. To conclude, resources allocation through wildlife tourism could play an important role in enriching the wildlife habitat which may be the key surviving resources for the wildlife in the future.

Keywords: Human-wildlife interactions, wildlife conservation programs, encounters, wildlife tourism

1. Introduction

The interactions between human and wildlife in tourism are developing throughout national parks and zoos to create more activities through adventurous explorations and tourism observation in order for visitors to get a closer view to learn about the wildlife habitat. Wildlife tourism focuses on the linkages of visitors and wildlife animals through activities like habitat enrichment programs or wildlife observation and feedings. Human and wildlife interaction can create both positive and negative impact on tourism because of certain activities involved in it. Some of the activities, like elephant riding, crocodile show, or even tiger show, may disrupt the animal's life in a negative way because those animals are taken out from their natural home by people to be put in a zoo or cage to be trained for business and entertainment purposes,

sometimes without consideration for the animals' welfare and safety. This research is very interesting because in tourism, animal and human interaction is usually considered as a recreational engagement where the organism may be affected by the engagement (Duffus and Deardon, 1990). The satisfaction that humans can develop with the interaction with animals can lead to a memorable and quite unique experience than animals may be able to develop with one another (Curtin, 2009, Duffus and Deardon 1990; Emel, 1995). In Thailand, since the old kingdom, the traditional animal for representation is the elephant due to its historical connections in both religious terms and with royal institutions (Sawapat, 2021). In cultural terms, elephants are treated as a symbol of power and strength and used to carry the royalty in many occasions.

The purpose of this research was to find out and investigate on the living habitat of animals at Khao Yai National Park, Khao Kheow Open Zoo, and Safari Park, Kanchanaburi, that are created and influenced by human beings. Human beings are known to love the environment and there are many non-governmental organizations who are helping to provide shelter to wildlife animals and contribute their part significantly. The problem of government and people involvement will be that the allocation of subsidies and funding to certain organizations are not enough to nurture the natural habitat of the animals but there needs to be a knowledge shift about animal wildlife preservation provided to local communities. This study would be able to identify tourist experiences, expectations on their interactions with wildlife vis-a-vis the behavior that animals show when they interact with humans in the tourism perspective. The four objectives of this research are shown below.

Research Objective 1: To find out the positive or negative impact human are capable of altering on wildlife living habitat with their tourism activities in Thailand.

Research Objective 2: To determine tourist experiences and expectations towards wildlife interactions and the many aspects that affect the tourist satisfaction among this kind of tourism.

Research Objective 3: To observe and investigate wildlife behaviors and reactions in relation to wildlife tourism as well as examining the development and adaptation of wildlife's behavior within this kind of tourism.

Research Objective 4: To discover the impacts that human-wildlife interactions create on nature and surroundings as in national parks.

2. Theoretical foundation

Most previous researches aim to find out the pattern of encounters and try to establish an understanding of the problems that humans may create on the wildlife living habitat. With the involvement of wildlife tourism, it could create both positive impacts, such as enrichment facilitation programs, and negative impacts, like illegal invasion to the animal habitat or nature itself. The model that has been used are mostly systematic approach of data collection from secondary data collection and semi-structured interview where both sets of questions link the infrastructures and the landmark with the attractiveness it generates for the visitors. Different researches are about encounters with different species, some are the underwater wildlife which is harder to measure because the scale is very broad and the species are much more than on land. The usage of smartphones and other technological devices or even cameras can collect visible information where the research could be further developed with a clearer picture of the encounter and why the animals may or may not like it. As all the national parks, forests, and the

ocean are all preserved for the species to live in their own path, humans, however, are also forcing their tourism activities and taking advantage of these species in order to generate income. In most of the researches, they focus on physical encounters rather than observing only using surveys and interviews from the staff or visitors there, but on the other hand they all admit that it is very hard to have an encounter with some species. The analytical review of the previous researches comparative to this study are explained below.

The 1st existing research that was used as a reference is ‘Human-wildlife interactions for tourism: a systematic review,’ by Xueting Dou and Jonathon Day (2020), which aims to combine and connect researches made in the past with the topic of human-wildlife interactions where the tourist is interested in travelling to these natural areas. The type of respondents and samples are selected using secondary research method by analyzing 47 academic article journals that are in English between 2003 and 2018. The methodology that was implemented in the research is to collect and analyze secondary data and research evidences. The findings in the research are from the interactions of humans with the wildlife species that are both positively and negatively effected in the nature’s ecosystem. Comparing with this research, the similarity between the studies is that both focus on the wildlife encounters in a diverse view in tourism practices. The difference is that this study is based on the secondary data while the other one is on observation in national parks and other natural areas.

The 2nd research selected related to this study is ‘Perceptions and satisfaction of human-animal encounters in protected areas,’ by Martina Dell’Eva, Consuelo Rubina Nava, and Linda Osti (2020). The aim of the study is to find out how the animals have an effect in creating an amazing experience in the natural parks by measuring the impact on the visitor’s viewpoint. The research was carried by giving out questionnaires to 532 visitors of the natural park, and the methodological framework applied is secondary data collection in order to find out the opinions of the visitors for the pull and push factors when they encounter the animals. The key findings in the study are the characteristics of the visitors, which is that they prefer the encounter to be according to nature and not holding the animals in captive. In relation to this research of perceptions from tourist’s point of view, the similarity is that the questionnaires are carried out at a national park where visitors are allowed to interact with the wildlife, some from a distance due to safety issues. Both the studies know that wildlife encounters are not certain of which time they will come out.

On the other hand, the 3rd selection of previous study is related with ‘Visual-based social norms, distance-related human-wildlife interactions, and viewing devices in parks and protected areas,’ by Stephanie Freeman, Zachary D. Miller, and B. Derrick Taff (2020). This study has a different aim which is to find out the human-wildlife conflicts by their interactions and difficult situations they have to encounter. The research was carried from July to August of 2015 with a total of 870 participants in two shifts at two national parks for 7 days a week. The methodology selected in the research is a secondary data collection which was a 10-minute survey from the visitors of the national parks. The key findings were that the people who have used a smartphone are willing to get closer to animals to take close-up images. Comparing with the current research, the difference is that this study focuses more on the relation of devices that are used within the parks and how they influence the behavior of the visitors rather than focusing on the physical interactions and experiences.

The 4th selected study is ‘A conceptual framework to evaluate human-wildlife interactions within coupled human and natural systems,’ by Anita T. Morzillo, Kirsten M. de Beurs and Chelsea J. Martin-Mikle (2014), which is quite similar to the current study of carrying out the

observation of interactions from park rangers/visitors with the wildlife in tourism perspective. The aim of the study is to find out the driver from the wildlife that it could create on human to understand the linkages in behavior afterwards. The sample size scope is a study area of 2001 total respondents which is broken down to 780 respondents in Bakersfield and the other 1221 respondents in SAMO. The methodological framework for the research is a secondary data collection method which is a mail survey sent out to the respondents within the study area with key findings that humans are likely to make a connection or linkage in interactions where their behaviors are likely to be influenced by their either positive or negative attitude towards the animal at the first place. Comparing to the current study, the similarity is that the survey carried out focuses on the human perceptions towards their influential behaviors that they have when interacting with animals at a national park and it is classified according to different species of animals.

The last research from selected study is ‘Strategies for marine wildlife tourism in small islands – the case of the Azores,’ by Bentz J., Dearden P., and Calado H (2013), which is a different perspective of tourism category focusing on marine wildlife rather than the ones in national park or the open zoo. The aim of the study is to find out the problems in the whale watching industry in the interest of the stakeholders and the experts. Conducting a sample size selection in total of 19 stakeholders and experts. A secondary data collection method, which is a semi-structured interview, was carried out to find the problems of whale watching at Azores, having key findings that the destination may not be a well-known landmark and the travel costs to get there are expensive along with the weak infrastructures which made it unattractive to travel to. Comparing to the current research, the difference is that this study focuses on the marine ocean animals and the destination issues but not like the other study which focuses on interaction within the natural park’s premises.

3. Methodology

The methodological framework of both the techniques in the qualitative collection platform are used in this research which includes the primary data collection from all the informants at the Khao Kheow Open Zoo, Khao Yai National Park, and Safari Park. The sampling method is a judgement or purposive sampling which considers the range of possible candidates that are likely to provide functional information with the least amount of errors. The checklist questions are broken down to lists of questions to ask the specialized staff in each zone of the park according to their expertise and some for the tourists in those selected area. The interviewees range from administrators of animal behavior and welfare, animal care and protection, animal conservation, research, and health programs, to government employees and academic forestry staffs from all three sites. In many areas, the observation method was used because the interview could only be carried out according to the set of questions prepared for the respondents, but the real-life encounters and experience would need to be seen and tested during the observation period in order to see what the differences are between the wildlife in the open zoo and in the national parks according to the way they’re treated and reacting differently to the visitors and the park rangers. The data collection and research designs are shown in Tables 1 and 2 below.

Table 1: Data Collection and Analysis

Period	Context	Data collected
Phase one	To analyze and find out and investigate on the living habitat of animals in Khao Yai National Park and other Zoo in Thailand that are created and influenced by human beings.	
February 13, 2020		Qualitative data in the form of 18 open ended question completed.
February 16-27, 2020	To conduct preliminary interviews	16 in-depth interviews conducted in which the informants are the zoo keepers and the park rangers who have direct contact and connections with the wildlife animals.
February 28 – March 30, 2020	To analyze the interview results carried during the time frame set	Analyzing the informant’s opinion and answer towards the predetermined questions and setting up a conclusion towards a certain direction from the result.

Table 2: Methodological Framework

Research Design	Research setting	Data sources and Sample	Data collection instruments & procedures	Data analysis procedures	Researcher roles
Qualitative Method: In Depth Interview of Zoo keepers, Park Rangers, and tourists in the area	At the zoo’s and national park’s office area	Primary data collection from zoo keepers, park rangers, and tourists	Semi-structured in-depth interview	Manifest Analysis	Interviewer with prepared checklist questions

Qualitative Method: Observation of Wildlife	At the forest area in the national park and at the open zoo	Primary data collection of pictures of the wildlife	Observation from a safe distance	Image Analysis	Observing the movement and behavior of wildlife towards human
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4. Results

The first finding of this research has shown that the park rangers have developed many enrichment programs with proper education system about each wildlife provided to the visitors as to the nature’s condition to match with what the animals should be living in at the zoo along with supporting the 1st objective which is finding out the positive and negative impacts humans are capable of altering on wildlife living habitat with their tourism activities in Thailand. With the WAZA standards and committee regulations, the feeding process is monitored according to the diet card and global standards of other zoo members on what type of food certain species should consume and at what amount is best for them. The additional usage of technologies for displaying information about the animals in the zoos or national parks could provide knowledge for the visitors and students who have an interest in researching about each species. The behavior patterns and capabilities of each animal are usually provided as well. Renovations of built infrastructures could increase the animal efficient usage in order to enrich their daily habitat and fill in the gaps in nature for them. On the other hand, a lot of wildlife habitat breeching that causes the animal to be scared or threatened to move into deeper forest should be improved by implementing more visitors zoning regulations and accessibilities controlled. Information on what the visitors cannot do to the animal that may antagonize them or make them angry should be provided before entrance because sometimes they are unaware of prohibitions like feeding the animals in restricted area or animal teasing.

Research Findings	Interview aspects in relation to 1 st Research Objective
Enhancement of wildlife living standards Animal Discrimination Wildlife well-being Transformation of reaction Wildlife habitat breeching Connections and facilities improvement	Enhancing wildlife habitat and infrastructures to support wildlife tourism

On the other hand, in relation to the 2nd objective, which is determining tourist experiences and expectations towards wildlife interactions and the many aspects that affect the tourist satisfaction among this kind of tourism, the tourist’s point of view tends to focus on wildlife adventurous encounters and observation which are influenced by key opinion leaders and other social media influencers who have recently visited the site. They tend to have a valuable and memorable experience with a sense of fun and enormous mounting excitement. For some visitors, they may look forward to the natural accommodations rather than animal encounters because of personal preferences but their wants are met with the astonishing provision from the sites. Most of the visitors get what they came for, example beautiful pictures with the wildlife as background. The feeding programs that are provided in appropriate zones could enhance a closer experience between the visitors and wildlife in a friendly manner. However, some visitors may feel that the wildlife zone may be too big and confusing to get from one area to another with unclear signage, thus this area needs improvement. The diversities of wildlife may be too

little from the tourist’s perspective, because they might want to see the animals from other countries too.

Research Findings	Interview aspects in relation to 2 nd Research Objective
Raising consciousness of wildlife actions Synergizing communication with wildlife Supplementing wildlife territories Deficient residential resources	Enrichment of relationship between humans and wildlife

In relation to the 3rd objective, investigating and observing the wildlife behaviors and reactions in relation to wildlife tourism as well as examining the development and adaptation of wildlife’s behavior within this kind of tourism, leads to the findings shown in the table below that the wildlife behaviors and reactions towards humans are different due to the unfavorable activities that humans do, like improperly feeding or teasing the animals because it may upset the animals and cause them to attack the visitors. For example, some wild monkeys tend to develop this aggressive behavior because they take advantage of not having to hunt on their own but instead steal from the tourists especially the females. The efforts of the park rangers to contain or control all of them are futile because they would eventually return and attack the visitors again. For some other animals like giraffes and deers tend to wait to be fed by visitors, which is unhealthy because the food may not be good for them or not provided by the zoo itself which could make them sick. Some wildlife, when not properly fed, tend to become angry and chase the visitors around for food and use opportunities to lead to a dangerous encounter. Breeding is also controlled for some species in the open zoo because they need to participate in shows. In other cases, like animal breakout, the zoo and national park have animal escape policy and emergency evacuation plans that show the step by step procedure on what the park rangers and visitors have to do in such emergency cases in order to avoid dangerous situations.

Research Findings	Interview aspects in relation to 3 rd Research Objective
Wildlife expressions Diverting emotions Nourishment and reproductions Preparation of site visit Methods of handling wildlife unexpected attacks	Emotional reaction in relation to wildlife and unexpected strike

According to this research, the park rangers tend to focus on developing conservation programs, in relation with the 4th objective of discovering the impacts from human-wildlife interactions created on nature and surrounding areas of the national parks, with research funds supplied to this area in order to create a welfare for the wildlife that needs to be protected. The enrichment of their accommodations that are made from the contribution of volunteers and expertise in the animal zoning and infrastructures development to match the funding and the availability of resources. For the nature, however, the deforestation occurs due to the need to create

infrastructures like buildings for the local authorities and hiking trails for the tourists which has a negative long-term effect on damaging the environment, but other areas are reforested because nature is restored for the wildlife habitat to become as natural as possible so they don't enter the visitor's zone. With all the big number of visitors entering the site for different purposes, some for a visual of wildlife, watching shows, improving wildlife habitat, pleasure seeking from natural environment, or even ecotourism travels, proper safety measures need to be imposed. The regulations on restricted zones should be applied in order to enhance the enrichment of soil to regrow trees in order to establish a green environment for the wildlife to make them feel like they are in their natural environment despite being in captivity. On the other hand, with the security concern at the sites, setting-up of security cameras, siren buttons, first aid equipment, safety announcement, posters/signs, guidance, technological equipment for motion detections, and animal evacuation squad who are ready to help the visitors when they have close encounters wildlife, could minimize the risks or prevent animal attacks.

Research Findings	Interview aspects in relation to 4 th Research Objective
Protection protocols for wildlife tourism	
Consequence of wildlife tourism	
Nature turn down	
Security approaches	Safety and outcome in relation to wildlife tourism
Appreciation of wildlife and nature	

5. Managerial Implications

The practitioners can benefit from this study by knowing how to make their travel create the least impact on the environment because people are starting to realize the importance of conservation of natural resources and environment. Knowing how CSR activities are being done by the zoos and parks where nature is preserved so that the resources are conserved for future usage and the greenhouse emission are lessened so the global warming rate in the area decreases. Being able to carry out further researches in relation to wildlife behaviors from wildlife tourism, impacts being generated throughout natural park areas and territories, alterations of wildlife habitat, and what do the tourists expect and experience from interactions with the wildlife.

6. Limitations

The limitations are that during rainy seasons the rise in water level may cause a disruption in the number of tourists that can visit the site because it is dangerous to visit the waterfalls and floods could occur due to overflow of the water from the mountain areas. The data collection in this research was carried out during February-March of 2021. There are protected areas in the national parks where humans are not allowed, such as elephant walking path or crocodile zone. Other protected areas that visitors may not be able to enter for research or observation are those under rehabilitation and reconstruction of nature, man-made or otherwise, so as not to allow any damages until it has fully been completed. Wildlife feeding in some areas may also be restricted due to the violent behavior of the animals who are not trained to interact with humans and may feel a sense of being attacked or being in an unsafe zone. Monitoring programs for any faulted activities may be of used with the help of local operators in the area so they could also generate little income along with collection of data from the tourist activities.

According to the findings from this research, corresponding with all the objectives, all three sites should focus more on infrastructure improvement for both animal habitat and tourism

facilities, along with reformation of safety equipment to decrease the likeliness of dangerous animal encounters. Future researches should focus on the main issue of elephant tracking process, which should be developed further instead of the chasing squad and collar tracking, because the danger that could be led to the rangers and visitor in the national park area is very high along with the risk of encounter. Another project would be to solve the wild monkey issues because as they are used to stealing food from the visitors they wouldn't find food from nature on their own anymore and the bad behaviors will continue to grow and will lead to higher amount of risk to the visitors which will create a negative effect on the destination's reputation.

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Strategies for Myanmar Tourism after COVID-19

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Abstract

COVID-19 global pandemic started in December, 2019 and infected the world. At the end of 2020, many countries including Myanmar started their recovery process. On February 1, 2021, the unexpected military coup happened in Myanmar. However, this research will focus on impacts of COVID-19 and challenges that may arise during the recovery process and solutions to solve them. To recover from global pandemic, the government must have a strong strategic plan. The findings from this paper will help them figure out what would be the challenges and what are the solutions. Since there are not many researches done on Myanmar especially related to COVID-19, the research will fill in the gap. This research was conducted between January and April, 2021. This research is a qualitative research, and therefore data were retrieved from online articles, research papers, e-books and 8 interviews that are conducted to H&T professionals around Myanmar. So, this paper provided two important views for the recovery, academic view based on the literature review and on-ground situations of Myanmar H&T industry. Data are filtered and analyzed using content analysis, and deductive analysis with a predetermined model then present the findings in tables for better understanding. This study found 7 challenges that Myanmar tourism will face in post pandemic period and solutions to them. The 7 challenges are, Economic impacts, Ease of travel, Speed of recovery, Changing types of travel, Hygiene factor, Market competition and Sustainability. Moreover, the researcher found out that Myanmar tourism government and their actions are ineffective.

Keywords: COVID-19, recovery, Myanmar tourism, tourism strategies

1. Introduction

Tourism is the third-largest export category (after fuels and chemicals) and in 2019 accounted for 7% of global trade. For some countries, it can represent over 20% of their GDP (UNWTO, n.d.). Tourism and hospitality industry is becoming a high revenue making industry. This industry can provide lots of job opportunities, bring developments to rural areas and help preservation of tourist destinations and national treasures and can also give a rise to country GDP. In New Zealand, **479,000** jobs are generated by the travel and tourism industry, while in Cambodia tourism contributes to **2.4 million** jobs (Neufeld, 2020). H&T is a must-have industry for country development.

The novel coronavirus outbreak, which began in Wuhan, China, in December that has expanded to touch every corner of the globe. Millions of people around the world have been sickened and hundreds of thousands of others have died (Schumaker, 2020). Globally, as of 6:44pm CET, 19 January 2021, there have been 94,124,612 confirmed cases of COVID-19, including 2,034,527 deaths, reported to WHO (WHO, 2020). This COVID-19 outbreak deeply affected the H&T industry all over the world. UN Secretary-General Antonio Guterres released a new report that draws on UNWTO data to quantify the devastating impact that the coronavirus pandemic has had on global tourism. It warns that up to 120 million tourism jobs are at risk, with the economic damage likely to exceed \$1 trillion in 2020 alone (Richter, 2020). Export revenues from tourism could fall by \$910 billion to \$1.2 trillion in 2020. This will have a wider impact and could reduce global GDP by 1.5% to 2.8%. As many as 100 million direct

tourism jobs are at risk, in addition to sectors associated with tourism such as labor-intensive accommodation and food services industries that provide employment for 144 million workers worldwide. Small businesses (which shoulder 80% of global tourism) are particularly vulnerable (UNWTO, n.d.). The impact of COVID-19 on tourism places **further pressure on heritage conservation as well as on the cultural and social fabric of communities**, particularly for indigenous people and ethnic groups. For instance, many intangible cultural heritage practices such as traditional festivals and gatherings have been halted or postponed, and with the closure of markets for handicrafts, products and other goods have been particularly impacted. 90% of countries have closed World Heritage Sites, with immense socio-economic consequences for communities reliant on tourism. Further, 90% of museums closed and 13% may never reopen (UNWTO, n.d.).

The scientists are currently testing **68 vaccines** in clinical trials on humans, and 20 have reached the final stages of testing. At least 90 preclinical vaccines are under active investigation in animals (Zimmer, Corum, & Wee, 2021). Myanmar received 1.5 million doses of vaccines from India's Covidshield on January 22, 2021 (Angel, 2021). For a developing country like Myanmar, tourism is a great revenue-making industry and should never forget to develop as fast as possible. In Myanmar, tourist arrivals got a rise in 2012. But Rakhine Rohingya Crisis was a big blow to tourism industry and Myanmar's rising tourism sector faced a lot of drawbacks. Now it is facing global pandemic as other countries and it is important for Myanmar to gain its tourists back again. To recover fast and effectively, Myanmar must have a blueprint or a set of strategies on what to implement, how to implement and when to implement. This study will be helpful when the government starts to draw master recovery plan or for any organization working on Myanmar tourism. This study alone cannot cover all the micro and macro sectors of Myanmar tourism due to limitations, but from the point of academic sector, this would act as a must-read-before document for recovering and promoting Myanmar tourism. There are four research objectives which are as follow,

To address and distinguish major challenges and problems that H&T industry will have to face in Myanmar beyond global pandemic.

To find out the possible and appropriate strategies that can counter the distinguished challenges of H&T industry in Myanmar.

To have a logical and appropriate strategic plan to recover tourism industry in Yangon systematically and effectively.

2. Literature Review

2.1 Impacts and Challenges of COVID-19 Pandemic

According to 2019 data, tourism generated 7 per cent of global trade, employed one in every ten people globally and – through a complex value chain of interconnected industries – provided livelihoods to millions of people in developed and developing countries. As borders closed, hotels shut and air travel dropped dramatically, international tourist arrivals decreased by 56 per cent and \$320 billion in exports from tourism were lost in the first five months of 2021 – more than three times the loss during the Global Economic Crisis of 2009 (UNWTO, 2020). International tourist numbers could decline by 58 per cent to 78 per cent in 2020, which may result into a drop in visitor spending from \$1.5 trillion in 2019 to between \$310 and \$570 billion in 2020. This places over 100 million direct tourism jobs at risk, many of them in micro, small and medium sized enterprises (MSMEs) which employ a high share of women and young people. Informal workers are the most vulnerable (UNWTO, 2020).

2.2 Logical Strategies

Tourism Relief Plan issued by MoHT has three phases i.e. (1) Survival (April, May, June 2020), (2) Reopening (June, July, August 2020), (3) Relaunching (August 2020 to January 2021). This plan includes reducing tax, tax payment delay, providing loans, providing online training, extending healthcare benefits and medicine and traveling benefits, developing plans for each destination, running digital marketing campaign, providing safety certificates and health certificates, encouraging domestic tourism, visa relaxation, zone fees relaxation, establishing crisis recovery plan and developing new destinations (MoHT, 2020). Although the relief plan is great, MoHT didn't provide project details and current situations, so it could be, they are not starting or projects fail. The dates provided in three phases are also due. However, the researcher takes references from this plan, some solutions provided in three phases of Tourism Relief Plan could be implemented in the future.

2.3 Related Empirical Study

2.3.1 Oliver Wyman, 2020. *TO RECOVER & BEYOND: THE FUTURE OF TRAVEL & TOURISM IN THE WAKE OF COVID-19*

This paper highlights on Coronavirus becoming global pandemic and adapting new normal situations and tourism trends and implications for tourism industry. This provides brief information on the current situations and impacts of COVID-19 pandemic. Throughout the paper, the author predicted the future of Tourism with four trends, **Demand Evolution, Health and Hygiene, Innovation & Digitization, and Sustainability** (Wyman, n.d.). Demand Evolution provides travelers' behaviors shifting and rising of domestic travel. Since this pandemic is directly related to Health and Hygiene sector, the author predicted this sector would be mainstream after pandemic, the author also provided communication flow between people is vital. People would be more cautious with hygiene sector. Since people can't go out, working from home became daily routines for most people, then the usage of digital technology got a rise. Beyond pandemic, digital technology, which is Innovation & Digitization, will still be a must. However, author predicted some pitfalls like cybersecurity and infrastructure and digital knowledge neediness. Finally, Sustainability, it is practice which we can say the most important for tourism. Because tourism relies mostly on sustainability of a place or monument, if there is no place to visit, tourism would not develop anyway. On the bright side, this unexpected pandemic is a chance to reflect and change plans for meaningful tourism industry to boost positive impacts of tourism industry for all the communities.

2.3.2 Deb & Nafi, 2020. *IMPACT OF COVID-19 PANDEMIC ON TOURISM: RECOVERY PROPOSAL FOR FUTURE TOURISM*

This paper tried to examine the consequences of COVID-19 on global H&T industry. This paper proposed three post-pandemic phases which are Low incidence of Current Pandemic, Medium Incidence of Current Pandemic, and High Incidence of Current Pandemic.

Low incidence of Current Pandemic: If the current pandemic is over within six months, the impact could be low in the tourism industry. In this situation, countries all over the world would lift travel restrictions for international tourists. The world economy will stop failing and retrieve from the recession, but small tourism enterprises will need help from the government. Tourists' possible fear and cautions caused by the pandemic will be relaxed. People will be back in regular life easily; only a few people will be affected by their jobs and livelihood, but they will recover it within a short time. However, all the travel and tourism-related business and activities are being closed from the last few months. In this low incidence situation, both the private and public sector businesses will recover their losses within a few months. For that reason, tourism enterprises will offer attractive packages to potential tourists (Deb & Nafi, 2020).

Medium Incidence of Current Pandemic: If the pandemic will continue more than six months and end within one year, the overall situation will be severe for some of the cases. Some small and medium tourism enterprises will face some sort of problem to run their business because of lockdown. However, short of working capital long time lockdown will force some businesses to wind up from the market. This type of situation will force the business to reduce the labor forces. Simultaneously, the living standard and earning level of people will decrease, which will poorly impact future tourism growth. As a result, people will reduce their budget for travel and recreation. Moreover, in this situation, governments of different countries would restrict their border for foreign tourists (Deb & Nafi, 2020).

High Incidence of Current Pandemic: This is the most challenging situation of the current pandemic. If the pandemic continues more than one year that will severely affect the overall psychological, economic and sociological structure of the society. Despite the size, survival will be the prime objective for businesses. Severe types of unemployment problem will arise in all over the world. The tourism industry will face negative growth for the next few years. However, many tourism and travel business have not weathered the economic pressure and have disappeared. At this stage, long-term government support is necessary to revive the tourism activities (Deb & Nafi, 2020).

2.3.3 Haque, 2020. The Effects of COVID-19 Pandemic and Recovery Strategies for the Travel and Tourism Sector in Bangladesh

This paper tried to find logical recovery strategies for the travel and tourism sector in Bangladesh. This can help related ministry and government departments understand what to develop, where to develop when they draw recovery plans.

Proper implementation of the incentive package declared by the Government: To boost the tourism industry, MoHT announced that they would be providing six-month tax delay, free online training and online seminars for crisis management and leadership for tourism stakeholders (MoHT, 2020). The tourism authority should make sure that the government's opportunities are adequately used transparently (Haque, 2021).

Compliance with health and hygiene protocols to resume tourism amid COVID-19: Guidelines include temperature monitoring, physical disassociation, better cleaning efficiency, and hygiene materials for healthy air travel and hotel facilities, etc. (Haque, 2021).

Digitization of tourism services: Tourism marketers should concentrate more on digitizing tourism services and reduce the number of touch points that involve automated check-in and departure at hotels, contactless flight boarding, etc. Besides ensuring safety and security, digitization will enable the marketers to provide a smooth travel experience to the tourists.

Stimulation of demand through continuous marketing activities: In this troubling time, tourism advertisers should play a key role in forming a favorable attitude towards travel destinations by promoting the execution of health and hygiene protocols in all domestic tourist destinations via different communication channels and social media platforms. Moreover, travelers should be inspired to explore by claiming that vacation destinations are fresher than they have ever been.

Engagement and participation of the local community: To promote and restart a destination from the outset, it is crucial to engage the local community in all possible activities. Rebuilding a destination as a brand mostly depends on maintaining cohesiveness with local citizens and communities.

More emphasis on domestic tourism: Domestic tourism would be crucial in reviving the tourism sector since travel restrictions, and coronavirus fear may delay international tourism. So, tourism marketers should concentrate on regional tourism by promoting short distance or one day trip as people will likely to travel destinations, which is close to their home during this pandemic.

Conduct more research to understand tourists' travel behavior amid COVID-19: The potential travelers' behavioral patterns will not be the same during and post COVID-19. So, tourism-oriented research should be conducted more to understand the behavior of travelers. These studies will also enable tourism marketers to find new market segments or new segments in the existing market.

Establishment of travel bubbles with neighboring countries: Bangladesh Government may take initiatives to establish travel bubbles or travel corridors with neighboring countries that have shown remarkable results in minimizing and battling the pandemic within their territories like Sri Lanka. This will enable both countries' travelers to travel easily within the corridor without quarantine on arrival (Haque, 2021).

3. Methodology

This is a qualitative research. Qualitative interview is used to collect data. The researcher found possible challenges and solutions which can later be defined as strategies after proving with hypotheses testing in a quantitative way.

3.1 Sampling Procedure

For this research, the researcher conducted 8 one by one interviews with the people from H&T industry who has experienced the impacts of COVID-19. The researcher has contacted these interviewees via phone and email. Interview questions are semi-structured and open-ended questions. Due to the current condition of Myanmar, the researcher didn't get a chance to meet all the interviewees in person. Some interviews are conducted via Zoom meeting. All the interviews were recorded and note-taken.

As a sample representing the population, researcher picked some key persons from H&T industry by using convenience sampling method. Due to closing of most hotels in Yangon, there is not much interviewees that researcher can contact. Preferred persons for the interviews,

1. Hotel employees (including supervisors and managers from different departments)
2. Employees working in a tour agency
3. CEO of a youth tourism organization
4. Tour guides from Yangon

The research provided participant sample and expected data to be received in following table.

Participant Sample	
Hotel Employees including supervisors and managers from different departments <ul style="list-style-type: none"> • F&B Manager, F&B Supervisor, Front Office Manager, Operation Manager, Executive Chef, Bartender 	To know Covid-19's impacts on the hotel industry, difficulties of employees, guides during the pandemic, some perspectives from hotel employees on the actions of the government sector and recovery processes.
Employees working in a tour agency <ul style="list-style-type: none"> • Tour leader 	To know Covid-19's impacts on the travel industry, difficulties during the pandemic, some perspectives from the employees of travel agencies on the actions of the government sector, and recovery processes.
A CEO who is running a youth tourism organization <ul style="list-style-type: none"> • CEO of "Travel With Me" 	To know Covid-19's impacts and current situations on the H&T industry, difficulties of a CEO during the pandemic, a different perspective from CEO on the actions of the government sector and recovery processes.
Tour guides from Yangon <ul style="list-style-type: none"> • Tour guide (Russian language) 	To know Covid-19's impacts on the travel industry, difficulties of a tour guide during the pandemic, some perspectives from the employees of travel agencies on the government sector and recovery processes.

Figure 4. 1 Participant Sample

3.2 Coding process

After conducting series of interviews with the professionals from H&T industry, the researcher started transcribing and followed with the coding process. The data were analyzed using content analysis. The following table will describe the dialogues that the interviewees answered and data that could be retrieved in four categories according to their answers. For the table, the researcher used deductive analysis, used predetermined categories that are **Impacts, Problems, Challenges and Solutions**. All the chunk could fall into one category or more. By using the data retrieved from this table, the researcher will try to answer research questions and satisfy research objectives. The researcher also considered the repetitions of the codes.

4. Results

4.1 Discussion

This paper found out 7 challenges that are explained below, that are **Economic impacts, Ease of travel, Speed of recovery, Changing types of recovery, Hygiene factor, Market competition, and Sustainability**. By combining the data retrieved from literature review and coding the interview scripts, the researcher got simple final table for the research.

Table 4. 1 Challenges that Myanmar Tourism will face beyond COVID-19 and solutions to solve them

Challenges	Solutions
Economic impacts <ul style="list-style-type: none"> • hotels shut down • losing jobs • no income for both hotels and employees • SMEs closed 	<ul style="list-style-type: none"> • Strong government policy • Strong banking system • Government providing loans • Government promoting SMEs
Ease of travel <ul style="list-style-type: none"> • Traveling to Myanmar is expensive • Visa difficulty • Inconsistent prices • Political situation 	<ul style="list-style-type: none"> • A government body should regulate and maintain stable prices. • Making visa-free and on-arrival visas or reducing visa fees. • Destination Management Organizations should be organized and control all the things related to tourist destinations. • Implementing online transaction • Implementing health insurance for the visitors.
Speed of recovery <ul style="list-style-type: none"> • The government's actions are not effective • Professionals and skilled labor shortage • Political situation 	<ul style="list-style-type: none"> • Getting vaccinated fast • A strategic plan for the recovery process by the government • Myanmar Tourism Federation (MTF) should be organized. • All the actions should be monitored and controlled. • Cooperate with other stakeholders in the industry. • The government should provide training for the returned and new employees.

Changing types of travel

- People tend to avoid crowded places and want to go camping, ecotourism, and responsible tourism

Hygiene factor

- Myanmar still needs to pay attention to hygiene factor especially foods.

Market Competition

- Myanmar tourism dated back to 2 or 3 years.

Sustainability

- Sustainability is a must for all the industry.

- Developing more tourist destinations
 - Educate the locals and establish Community Based Tourism (CBT) sites
 - Promote these newly developed destinations using digital marketing
 - Cooperate with nearby cities to provide all in one tour packages
 - Promoting street foods
 - Standardize health and hygiene
 - Providing guidelines for health and hygiene factors
 - Getting vaccinated fast
 - Providing all-inclusive tour packages
 - Developing new destinations
 - Following the steps from “Ease of travel”
 - The government must have a sustainable development plan for the tourism industry
 - The government must cooperate with all the stakeholders including international tourism organizations
-

5. Explaining the solutions

According to the answers that the researcher received, many interviewees repeated that Myanmar Tourism Government is weak and also their actions during Covid-19 period are not effective. Tourism industry is fragile and needs government support. Government's policy is crucial for the success of tourism. There are two parts, one is problems which already existed since before the pandemic, and challenges that rose due to impacts of Covid-19. If one wants to succeed recovery process, both problems and challenges should be considered and find ways to solve and tackle both.

For the economic impacts, many answers pointed government policy. For a developing country like Myanmar, it is already struggling with poverty. Myanmar's economy is now expected to decline sharply due to direct and indirect impacts of the pandemic (World Bank, 2020). Government has to solve prior problems and also need to lead the recovery process. It needs to call other stakeholders like tourism organizations, hotelier associations, tour guide associations, international organizations, organizations from neighboring countries etc. to cooperate with them. The researcher received an answer from the interviewee that Myanmar needs strong banking system. Having strong banking system will also support online payment system which in turn supports tourism and ease of travel. For the recovery of tourism industry, the government will have to provide loans but not just big hotels, SMEs also.

The second challenge is ease of travel, one of the interviewees pointed Thailand gained more tourists than Myanmar, both countries have similar culture and the reason why Thailand gained more than Myanmar is because of ease of travel. There are four problems to solve. Starting with “Myanmar is expensive”, the interviewees repeated that travelling to Myanmar, starting from visa to entrance fees, accommodation and transportation, everything is expensive or more expensive than usual. And also, prices are not consistent, it changes place to place and time to time. Due to this the tourists lost trust in the prices. A government body like Destination Management Organization (DMO) should maintain stable prices in every destination. Not just maintaining stable prices, but also need to protect and preserve the destinations, developing new destinations, providing rules and regulations to protect destinations, basically all the things

related to destination management. The next is visa availability, the interviewees pointed that the government should reduce visa fees, making visa-free and on-arrival visas, this will make travelling to Myanmar easier. Then the political situation, the military coup (Cuddy, 2021), however, the impacts from this coup will be neglected and further research will have to study to recover or tackle the impacts that may rise from this political situation.

Speed of recovery, for this, there are three main challenges, government actions are not effective, shortage of skilled labor and most of all the political situation like military coup in Myanmar (Cuddy, 2021). For this Covid-19 thing, getting vaccinated as fast as possible is top solution. One of the interviewees pointed that Myanmar Tourism Federation (MTF) is not organized enough. So, it also needs to be organized and cooperate with the government and other organizations. And all the actions done by the government or MTF should be monitored and evaluated to know whether their actions are effective or not. For the shortage of skilled labor, the government should provide skill trainings, teaching guidelines and roadmap for the recovery process.

Another challenge would be changing types of travel, this is the impact of pandemic. People tend to avoid crowded places and separate themselves. So according to this, ecotourism, camping, adventure tourism and responsible tourism would be popular. However, this is just prediction because there is another possibility, people didn't get to go out for months and this would lead to more concerts, more bars and clubs, more festivals etc. But this is also another prediction. When actual recovery process starts, analyzing the market would be done. The interviewee repeated that Myanmar has a lot of wonderful places to be explored, which means explore and develop new destinations to provide many options to the travelers. When it comes to developing new destinations, developing Community Based Tourism (CBT) sites is also a must. To develop CBT sites, the government or authorized tourism organizations need to educate the locals and cooperate with them. For the changing the taste in travel, destinations should be promoted together like all-in-one tour package. And using digital marketing and innovative ideas, the government and associations should promote newly developed destinations.

For the hygiene factor, Myanmar still need to pay attention to it. But the hotels are usually keeping up with international standards. The interviewees answered that the tourists who came to Myanmar wanted to try Myanmar traditional foods and street foods. But the problem is they are not seemed to be clean enough for the tourists. So, promoting these foods is a must. Setting guidelines and standards, creating a market for local retailers, value adding local foods, for all of this, a government body should be in charge of it.

Myanmar tourism slowed down for 2 or 3 years due to Covid-19 and military coup. It is not easy to compete other competitors like Thailand with all these impacts. To compete or catch up the competitors, the government should start with vaccination the nation. There will be more damages and impacts will rise from military coup. And follow the solutions from "Ease of travel". Making tourists easier to travel is a key to attract tourists.

Every industry needs sustainable development plan. The government must have one too. They have to cooperate with other international tourism organizations to draw a perfect development strategy. They also need to learn from the mistakes and errors and prepare the best sustainable development plan for tourism industry.

Furthermore, the findings so far indicated that the government sector plays a crucial role not in just recover process but for the whole tourism industry. And Myanmar tourism government,

Ministry of Hotels and Tourism (MOHT) and its actions are not effective. The hotel employees, tour guide and youths from tourism organizations said in unison that they didn't satisfy with government's actions, government needs a strong policy, and they have to be working as they targeted, they also need to monitor and evaluate their processes. Among all the solutions that the researcher, the government should prioritize drawing a strategic plan, vaccination and organizing destination management organizations first. All the stakeholders including the government organizations must know what they are going to do, when will they do, who will do, how they will implement etc. And for that, it needs a strategic plan as a roadmap. After drawing strategic plan for the recovery, all the stakeholders have to follow government's guidelines and work together with the government. They also need to consider new challenges and solutions to tackle them. All the challenges and solutions should be described in that strategic plan.

Tourists will not come until the country is vaccinated to a certain percentage or fully. The government has to implement vaccination in the first place. Destination Management Organizations must develop new destinations, draw guidelines to protect and preserve newly developed destinations, promote these destinations using digital marketing and innovative ideas, and cooperate with other tourism stakeholders. They also need to develop Community Based Tourism (CBT) sites and promote domestic tours.

The government has to focus on ease of travel and market competition too. Only the government level organizations can implement faster and cheaper visa and stable price in all tourist destinations. Implementing online transaction and making visa process easier and smoother would attract more tourists. Making travelling easier is also the best marketing strategy. Myanmar street foods and traditional foods should be promoted. Health and hygiene factor would be one of the people's concerns. Strict rules and regulations for health and hygiene factor will make Myanmar's hygiene system reliable. This factor also needs to be developed continually. Then they need a sustainable development plan for tourism industry. The sustainable development plan has to reflect current situations of Myanmar like how many projects implemented, are they really effective or not. Based on current situation of tourism industry and the actions taken so far, the sustainability development should be drawn at that time. The political situation is so important for Myanmar tourism too. In this research, the researcher neglected the fact that military coup is happening in Myanmar (BBC, 2021).

5.1 Conclusion

Tourism in Myanmar is still developing and struggling. Brainstorming and defining challenges and solutions is the first step towards strategic plan. This study found major challenges that Myanmar tourism will face in post pandemic period and solutions to solve them based on the data that the researcher could receive. But all the actions must be initiated by the government, which means without a strong recovery plan and cooperation of government, it is impossible to recover from this pandemic.

For the further research, the researcher suggested to test the strategies, this paper found out that they can actually solve the problems or not. The researcher strongly suggested to do research with larger sample size including policy makers, the government, local people and tourism organizations. With more data, the findings will be different and can give precise information on Myanmar tourism. The government needs to monitor and evaluate once they have implemented a strategy. As soon as they found out their actions are not effective, they have to brainstorm again and develop a new strategy. The cooperation between the government and the stakeholders of Myanmar tourism industry is a must.

5.2 Implications

As stated at the beginning, there is not many researches done on Myanmar tourism related to Covid-19 and recovery. This could because of Myanmar tourism is still developing. This paper will fill the gap and also it will open a way for further research that is related to Myanmar tourism. This paper found out that the H&T employees and professionals are struggling due to the shutdown of their hotels and agencies. This pandemic damaged from top to bottom of the tourism industry. All the interviewees are worried about the future of Myanmar tourism industry because of the global pandemic and currently happening political situations. Current political situation will leave a great impact on Myanmar tourism industry. It is so important for the government to recover Myanmar tourism industry. The findings from this paper cannot cover all due to limitations. But the researcher believed that this would give a different view about Myanmar tourism and recovery process.

5.3 Limitations of the Research

Global pandemic is still going on, it is hard to go outside so most of the news and information are retrieved from reliable sources over the net. Thus, some information will be different with ground situations. Due to smaller numbers of articles and research worked on Myanmar H&T industry and Covid-19 impacts. The survey results cannot represent full population due to participants are limited for sample size, thus might not be inaccurate. The results can only provide brief idea on specific topics. The duration of this study is from January to April 2021. The update news and situations after research duration will not be included in this research. The information used in this research will be related with current situation of Myanmar tourism and vaccine injection in Myanmar. Currently in Myanmar, the military had taken the power over from the elected government including National State Counselor, Aung San Su Kyi and President Win Myint (BBC, 2021). So, this is an unexpected phenomenon and also is a big limitation to researcher's study.

6. Appendix

6.1 Revised Checklist Questions

The researcher conducted 8 one by one interviews. In this following table, the researcher provided semi-structured interview questions for each of the interviewee. Questions might be same in some parts but based on situations there were more questions during actual interviews.

Checklist Questions

1. Describe yourself
 2. What is happening in your hotel or agency now?
 3. What could be the impacts of Covid-19 on your hotel or travel agency?
 4. How long will it take for Myanmar tourism to start again in your perspective?
 5. What could be the challenges that tourism industry would face after pandemic?
 6. What are your challenges as a manager/ supervisor/ employee?
 7. What need to be done to recover from pandemic?
 8. What did you do as a manager/ employee/ tour guide during pandemic and post-pandemic period so far?
 9. Do you think government sector is important for the recovery process? If so, in what ways?
 10. Anything additional?
-

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The status of research in Romance of the Three Kingdoms (Samkok) in Thailand

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Abstract

This article aims to study the status and tendency of research in the Romance of the Three Kingdoms (Samkok) in Thailand. The samples used in this study are 65 papers published in the Thailand research database since 1966, which consisted of 15 research articles, 13 academic articles, 2 doctoral dissertations, 33 master's theses, and 2 independent studies. The results showed that the number of research and study topics regarding Romance of Three Kingdoms has been consecutively increasing. The most popular study topics were character analysis (16%) and political thought (16%). This showed the popularity of Romance of Three Kingdoms characters upon Thai society and the relation between Romance of Three Kingdoms and political thought. Besides, the research on ethics and social values (11%), history (9%), comparative study of the versions (7%), and leadership traits (7%) were also preferred.

Keywords: Romance of the Three Kingdoms; Samkok; The Status of Research in Thailand

1. Introduction

The Romance of Three Kingdoms or Thai people call "Samkok" is a Chinese historical novel that Thai people accept and adopt into Thai society. As the first King of Chakri dynasty, King Rama I issued an order to translate acquiring military strategy and tactics book for noblemen and government officials to study [1]. The first Thai version of the Romance of Three Kingdoms was translated by the team of translators under the editorial supervision Chao Phraya Khlang (Hon) in the late 18th century [2]. With the limitation of translation technique at that time, the content of the first Thai version of the Romance of Three Kingdoms is drastically changed from the original. It makes a total adaption to the Thai language at a high literary level including the use of royal speech, special pronouns, systems of measurement, calendar [2] and idioms of comparisons [3]. The changes made in the Thai translation also included the world view from the philosophy of Confucius to Thai Buddhism's moral retribution [2]. The differences between Chinese version and Chao Phraya Khlang (Hon) version resulted from the differences between Thai and Chinese culture, historical background, political thought, and geography. Thus, the research of Romance of Three Kingdoms can be related to various study fields as below examples:

In 2017, Researchers from Chulachomklao Royal Military Academy studied the conduct of psychological operations in the Romance of the Three Kingdoms which has been used in the teaching syllabus of the Chulachomklao Royal Military Academy [4].

In 2018, Researchers from the school of human resource development, National Institute of Development Administration studied the leadership and characteristics of three leaders in the literature which included Cao Cao, Liu Bei, and Sun Quan by using the Transformational Leadership and the Leadership CODE as conceptual theories for the research framework [5].

In 2019, there was a research paper of Chinese architectural heritage on the west coast of southern Thailand which showed that the Chinese culture was brought into Thailand by Chinese immigrants who came to settle down in that area for over 100 years. They popularly depicted

several stories of legendary Chinese folk heroes and popular Chinese stories, such as Hongxin or the Creation of the Gods and the Romance of the Three Kingdoms. [6]. In the same year, there was also a research paper of adaptation of Chinese Chronicles in Thai translations to the Texts of Thai classical drama that study the adaption method of the Three Kingdoms into Thai theatrical drama. This drama genre is an example of the new performance style in the reign of King Rama V that Thai and foreign culture were combined and arose a new drama genre which was later called “Lakhon Phanthang” [7].

Additionally, there were many pieces of research on Romance of Three Kingdoms’ characters such as the Image of Cao Cao in Chinese Culture [8], An Analytical Study the Virtue Honesty Side in Buddhism of the Character Guan Yu as Appear in Romance of the Three Kingdoms [9], and the Political Concept of Zhuge Liang in the Romance of Three Kingdoms upon Thai society [10].

Therefore, the Thai version of the Romance of Three Kingdoms reflects various perspectives that makes many generations of researchers have studied it in many fields of study. Not only the study of language and literature but also related areas, i.e., politics and governance, leadership, management, psychology, and arts.

The purpose of this study is to analyze the number and the contents of research in the Romance of Three Kingdoms or Samkok in Thailand. To investigate trends and the development of the study of the Romance of Three Kingdoms which can be applied and integrated with various academic fields.

2. Research Objective

1. To study the number of articles and theses in the Romance of the Three Kingdoms in Thailand.
2. To study the study topics in the Romance of the Three Kingdoms in Thailand in each period.

3. Research Methodology

This research is documentary research. The procedures were operated as follows:

3.1 Populations

The populations of this research are academic articles, research articles, theses, and independent studies related to the Romance of the Three Kingdoms (Samkok) between 1961-2020 by collecting the papers in Thai Library Integrated System (Thai LIS) and Thai Journal Online (Thaijo). The papers were selected by considering the research topics primarily and then studied their contents in detail.

3.2 Research tool

The coding sheet was used in this study in order to collect the following data: 1) publishing years, 2) departments or study fields, 3) universities, 4) research topics, and 5) data sources.

3.3 Procedures

3.3.1 Collecting research documents and theses related to the Romance of the Three Kingdoms in Thai Journals Online³ (www.tci-thaijo.org) and Thai Digital Collection⁴ (tdc.thailis.or.th).

3.3.2 Classifying the research documents and theses into fields of study, publishing years, universities, research topics, and data sources in the coding sheet.

3.3.3 Analyzing the detail of studies in two parts: 1) the number of articles and theses, 2) research topics and trends.

³The largest article database in Thailand

⁴The largest thesis database in Thailand

3.3.4 Summarizing the number of research papers every 10 years, and the study topics of Romance of the Three Kingdoms in Thailand in each period.

4. Research Results

The results of the study revealed that there are 65 research papers⁵ related to the Romance of the Three Kingdoms in Thailand published in 1961-2021. The results of the study were divided into two parts. 1) the number of research papers and 2) the contents of the research.

4.1 The number of research papers

4.1.1 Thesis

There are 36 theses in Romance of the Three Kingdoms, consisted of 33 master's theses, 2 doctoral dissertations, and 2 independent studies as below:

Table 1 The Number of Theses, Dissertations, and Independent Studies of Each University

University	Doctoral Dissertation	Master's Thesis	Independent Study (IS)	Number of theses or IS + Department
Chulalongkorn University		7	-	3 master's theses in Thai language 3 master's theses in political science 1 master's thesis in history
Kasetsart University		4	-	1 master's thesis in education 3 master's theses in Thai language
Ramkhamhaeng University		4	-	4 master's theses in political science
Srinakharinwirot University		4	-	3 master's theses in education 1 master's theses in ethnomusicology
Silpakorn University		3	1	1 master's thesis in Thai language 1 master's thesis in education 1 master's thesis in art theory 1 independent study in art history
Chiang Mai university		2	-	2 master's theses in education
Mahidol University		2	-	1 master's thesis in linguistics 1 master's thesis in ethical studies
Thammasat University		2	-	1 master's thesis in Thai language 1 master's thesis in history
Burapha University	1	-	-	1 doctoral dissertation in political science
Dhurakij Pundit university		1	-	1 master's thesis in information communication
Huachiew Chalermparakiet University	-	1	-	1 master's thesis in Chinese literature
Naresuan University		1	-	1 master's thesis in Thai language

⁵ The last update on 25 February 2021

Siam University	1	-	-	1 doctoral dissertation in management
Sukhothai Thammathirat University		1	-	1 master's thesis in political science
Thaksin University		1	-	1 master's thesis in education
Maharakham University		-	1	1 independent study in education
Total	2	33	2	

The studies of Romance of Three Kingdoms were mostly carried out by Chulalongkorn University which consisted of 3 master's theses from Thai language department, 3 master's theses from political science department and 1 master's thesis from history department. The first thesis of the Romance of Three Kingdoms in Thailand is also from the faculty of arts, Thai language department, Chulalongkorn University, which is "San Kuo: A comparative Study" in 1966 [11]. Moreover, thirteen years later, Chulalongkorn University published another thesis of the Romance of the Three Kingdoms from political science department which is "Leadership and management as "Reflected in the Romance of the Three Kingdoms" [12]. After that, there were many theses researched on Romance of the Three Kingdoms. Most of them were published from Thai language department, education department, and political science department.

The number of theses and independent studies (IS) from each department was shown as follows:

Table 2 The Number of Theses, Dissertations, and Independent Studies of Each Department

Department	Doctoral Dissertation	Master's Thesis	Independent Study (IS)	Total
Thai language		9		9
Political Science	1	8		9
Education		8	1	9
History		2		2
Ethnomusicology		1		1
Art theory		1		1
Art history			1	1
Chinese literature		1		1
Linguistics		1		1
Ethical Studies		1		1
Information communication		1		1
Management	1			1

Besides Chulalongkorn university, there were also other universities that researched in Romance of Three Kingdoms quite much, such as Kasetsart, Ramkhamhaeng, Srinakharinwirot, and Silpakorn Universities. However, the study area of each university is quite different. The studies of Romance of the Three Kingdoms in Ramkhamhaeng University were proceeded at political science department. Meanwhile, the studies of Romance of the Three Kingdoms in Kasetsart University and Srinakharinwirot University mostly were proceeded at Thai language department and Thai language education department.

In addition, there are also studies in ethnomusicology, art theory, art history, linguistics, ethical studies, information communication, and management. The results showed that Romance of Three Kingdoms has attracted much attention in various academic research fields in Thailand. Although Romance of Three Kingdoms is Chinese classical literature, this literature has already

integrated into Thai culture since the first translation of Thai language. The novel has been adopted by Thai people, then turn into Thai local literature and influence Thai artworks and performing arts.

4.1.2 Article

The results showed that there were 28 articles regarding the Romance of Three Kingdoms between 1989-2020, consisted of 13 academic articles and 15 research articles. The article of Romance of Three Kingdoms was first published in 1989. And 6 academic articles were published in the same year. Moreover, the number of articles published in academic journals has a significant increase in 2005. Until 2020, there were 5 articles regarding Romance of Three Kingdoms published in one year.

The articles were published between 1989 to 2008 were about literature, history, and political thought. Since 2012, the articles regarding the Romance of Three Kingdoms have shown more combination, and adaption with other fields of study, i.e., leadership, human resource management, manpower, book consumption, education management, psychology, architecture, and Thai traditional dance.

The following table showed the number of research papers in Romance of the Three Kingdoms every 10 years:

Table 3 The Number of Research Papers in Romance of the Three Kingdoms

Year	Research article	Academic article	Doctoral Dissertation	Master's Thesis	Independent Study (IS)	Total
1961-1970				1		1
1971-1980				1		1
1981-1990		6		3		9
1991-2000				6		6
2001-2010	2	2		13	2	19
2011-2020	13	5	2	9		29
Total	15	13	2	33	2	65

As the result, there were only 2 research papers between 1961-1980. Then, the number of research papers increased to 15 papers between 1981-2000. After that, the number of research papers exceedingly increased to 48 papers between 2001-2020. The increasing number of publications showed the popularity of the research in Romance of the Three Kingdoms.

4.2 Research topics and trend

The trend of research topic concerning the Romance of Three Kingdoms in Thailand was divided into 3 periods as below:

First period (1961-1980): There were 2 master's theses. The first thesis about the Romance of the Three Kingdoms in Thailand is "San Kuo: A comparative Study" [11]. It is the first comparative study about the Romance of the Three Kingdoms in Thai and Chinese version. Thirteen years later, the second thesis was published by political science department. The title of thesis is "Leadership and management as Reflected in the Romance of the Three Kingdoms" [12], using the political theory of Machiavelli to analyze.

Second period (1981-2000): When comparing to the first period, the number of research papers and study topics of Romance of Three Kingdoms was obviously increased. The comparative study of the versions was mostly studied between 1981-1989. For instance, in 1984, there was another thesis of comparisons between Romance of the Three Kingdoms in Chinese and Thai versions which showed that the differences between the 2 versions resulted from the difference

between Chinese and Thai environment, culture, and history. These differences were made by the translator for better understanding [3] and the main purpose of the first edition in Thai language translation is to study the strategy in politics and wars [13].

The analysis of the studies from different universities and variety domains showed that the study fields of Romance of the Three Kingdoms in second period were Thai language, literature, and political science. Researchers in the field of Thai language and literature would conduct on a comparative study of the versions, the message from the authors and translators, social reflection in the Thai version of Romance the Three Kingdoms.

In the political science and history field, the topics of political thought, leadership, and administration would be studied such as the research on the political worldview of the elite during the reign of King Rama I through Rajadhiraj⁶, Samkok (Romance of Three kingdoms) and Saihan (Romance of the Western Han Dynasty) works of literatures in 1993 [14].

In the education field, Thai language and the rhetorical analysis in Thai language can be developed by the use of Romance of the Three Kingdoms. What is more, it also contributes to the improvement of students' reading skill. Some parts of the novel were selected to be published in Thai language textbook for Thai students to learn about idiom, language, history, character analysis, ethics, and analytical thinking. For example, there is the research on using Romance of Three kingdoms to develop critical reading skills of grade 9 students in 1991 [15]. Third period (2001-2020): The comparative study between Thai versions or other versions of Romance of the Three Kingdoms was still proceeded in 2004 [16] and 2010 [17]. However, the study of Romance of the Three Kingdoms has more integrated with various fields of study. It was not limited to the study of language, literature, or political thought but also applied to use in operation and organization management of the private sector, as the research on the commodification of the Romance of Three Kingdoms in post-1997 in Thailand showed the trend of production and consumption of Thai bestseller books on Romance of the Three Kingdoms after the Thai economic crisis in 1997. The result showed that Romance of the Three Kingdoms has never lost its popularity among Thai readers as it is a source of knowledge for Thai entrepreneurs and politicians. Nowadays, it is developed from Chinese classical literature to become a how-to business book [18]. Thus, in modern society, Romance of the Three Kingdoms is not only a novel, but also the book written with more management strategies, and organizational psychology ideas.

Besides, Romance of the Romance of the Three Kingdoms also influences Thai arts which causes the creation of artworks related to Romance of the Three Kingdoms in Thai society, i.e., Thai dance, drama [19], and Chinese Architectural Heritage in Thailand [6].

The following table showed the study topics of Romance of the Three Kingdoms every 10 years:

Table 4 The Study Topic of the Romance of the Three Kingdoms ⁷

Study topic	1961-1970	1971-1980	1981-1990	1991-2000	2001-2010	2011-2020	Total
Comparative study of the versions	1		4		2		7 (7%)
Leadership traits		1		1		5	7 (7%)
Management, operation,		1				4	5

⁶ The story about King Razadarit of Mon State

⁷ One research or article may contain more than one study issue.-

administration, strategy					(5%)
Reflection in the text and author's purpose	2	1		2	5 (5%)
Character analysis	2	2	4	8	16 (16%)
Political thought	1	3	4	3	5 16 (16%)
History	2	1		6	9 (9%)
Teaching and education		1	2	2	5 (5%)
Ethics, moral virtues, Belief, Social value, Attitude	1	1	2	7	11 (11%)
Literary analysis	1		1	1	3 (3%)
Rhetorical analysis		2			2 (2%)
Linguistics			4		4 (4%)
Thai traditional performance (dance, song, theatre, opera)			1	3	4 (4%)
Fine arts: painting, architecture			1	2	3 (3%)
Game			1		1 (1%)
Book consumption				1	1 (1%)
Psychology				1	1 (1%)

As the result, the most popular study topics were character analysis (16%) and political thought (16%). The results showed the popularity of Romance of Three Kingdoms characters among Thai society and the relation between Romance of Three Kingdoms and political thought. Besides, the research on Ethics and social values (11%), history (9%), comparative study of the versions (7%), and leadership traits (7%) were also preferred.

5. Suggestion

Under today's hurried lifestyle, people do not have much time to concentrate on reading books. Therefore, listening to podcasts or listening to discussions on various online platforms are popular choices for learning. Now, there are many audiobooks and online media, i.e., YouTube channels talking about the Romance of the Three Kingdoms. Thus, this can be a worth studying topic for further research.

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Systematic Review of Community-Based Tourism in Thailand

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Abstract

This study applies a systematic review approach to examine and review community based tourism research in Thailand over the last five years, from 2016 to 2020. The objective is examines and synthesizes research on community-based tourism (CBT) in Thailand, and also looked into the research gaps that need to be addressed in future research. Secondary data was collected from online academic databases. Beside, both quantitative and qualitative data analysis and analyzed using descriptive statistics and content analysis.

According to the findings, there are a total of 152 papers on community-based tourism in Thailand that have been published. The majority of the researches were carried out in 2020, whereby their main research objectives are focus on Community- based Tourism (CBT) in the Northeast of Thailand. The expansion of CBT destinations in Thailand is reflected in the direction and growing number of CBT publications.

The results of the systematic review of literature indicate that researchers from various fields take great interest in writing papers about CBT because tourism is a field that can be integrated with a variety of disciplines. However, some of them are lack of awareness and understanding about community-based tourism concepts and principles, and as a result, some papers are dedicated solely to community tourism. The future research is required to concern 1) Information and communication Technology for CBT 2) Service and Safety 3) Initiatives for CBT in ASEAN 4) Creative Community Based Tourism (CCBT)

Keywords: Community-based tourism, Research systematic review, the research gap

1. Introduction

The tourism industry is certainly a key driver of the country's economic and social growth. It also has a high degree of competitiveness, and the government has continued to prioritize and support tourism through various policies and programs as it helps to increase the country's revenue, create job opportunities, distribute social welfares to locals, and improve people's quality of life. The government is increasingly using community-based tourism management as a "tool" in Thailand because it is critical to the grow the economy among the community's and generate nation's income [1] The concept and mechanism of community-based tourism management are gaining momentum, with support from all levels of government, including the international plan levels such as the ASEAN Tourism Strategic Plan (2016-2025), policy plan levels such as the 20-year National Strategy (2017-2036), and the 12th National Economic and Social Development Plan (2017-2021) , provincial and local plan levels, such as the provincial tourism strategy and provincial cluster, etc.. More specifically, the promotion of community-based tourism in order to stick to the values by offering tourism benefits to community growth that is both sustainable and innovative.

The current situation of community-based tourism in Thailand have gradually become popular because of their tourism trend that concentrate on the local environment and culture. Moreover, they also found that the tourists love to learn from the community, and the community wants to

integrate tourism to develop their villages and areas. As such, it is resulting in all regions of Thailand started to build up many community-based tourism destinations. According to the Department of Tourism Ministry of Tourism and Sports, there are a total of 290 community-based tourism networks from across the country that have requested subsidies from the Department of Tourism for the fiscal year 2014-2017. There are 290 community-based tourism members in each network, which cover all of Thailand's regions, as follows: The Central Region has 83 networks, while the Northern Region has 64, the Northeast Network has 66, and the Southern Region has 77 networks. And, when considering the nature of the region in which the community-based tourism area is located, it is found that Thailand has a large variety of community-based tourism that is classified uniquely based on local culture and landscape.

CBT is recognized in Thailand as a means of sustaining local community development in the environment, society, culture, and economy. This can be seen in both the national tourism development plan and the local tourism development plan. Furthermore, academic researchers have consistently conducted community-based tourism research. According to an article by Jakrit and Dachanee [2] indicate that a database search of CBT research publications in Thailand yielded 240 documents, indicating that the number of publications has increased significantly from 1 in 2000 to 25 in 2013, 34 in 2014, and 41 in 2015. Furthermore, it was discovered from the researcher's preliminary study that there was only 1 article that studied about analyzing the research gap on community-based tourism in Thailand after searching 2,123 researches on community-based tourism in the last 5 years from Thai research database. According to a literature review of recent studies on community-based tourism research in Thailand, there are no researchers who conduct systematic reviews of community-based tourism in Thailand. This clearly illustrates that there is a lack of data collection and systematic review of CBT in Thailand. As a consequence, this paper is a presentation of a systematic review that examines and synthesizes research on community-based tourism in Thailand in order to fill up the research gaps about community based tourism, as well as recommending guidelines for conducting community based tourism research that are consistent with the principles of sustainable development and the Tourism National Development Plan in Thailand.

2. Methods

This study used a document analysis form as a research tool to systematically review literature from the last 5 years to analyze every research from the past to the present from 2016 to 2020 and searched for data using the keyword in term “community-based tourism” to narrow down the findings to only related studies from a variety of sources, including master thesis and doctoral dissertations, research papers or reports, other full-text research, and articles in academic journals. Systematic literature review (SLR) is used to identify any academic gaps by searching research data from online academic databases including Thai Library Integrated System (Thailis), Thai Journals Online (ThaiJO), and Thai-Journal Citation Index Centre (TCI). This study employed both quantitative and qualitative data analysis in the data analysis section. The quantitative data was analyzed using frequency and percentages, while the qualitative data was analyzed using content analysis in accordance with the application of concepts of sustainable tourism development as classification criteria for community-based tourism research in Thailand, which included:

1. The concept of sustainable tourism development consisted of six aspects [3]
2. Criteria of 5 dimensions for sustainable tourism development in Thailand of the Designated Areas for Sustainable Tourism: DASTA, an organization whose primary mission is to coordinate, promote, and support sustainable tourism development in Thailand based on three dimensions of sustainability: economy, society, culture, way of life, and environment, with participation from all sectors which DASTA applied from the Global Sustainable Tourism

Council Criteria: GSTC criteria.

3. Criteria for the 5-dimensional development of the OTOP Nawatwithi Tourism Project [4]
4. Five Strategies of the 2nd National Tourism Development Plan (2017-2021) [5]
5. Concept of tourist destination and tourism product or 5A's [6] 5A's are as follows: accommodations, attractions, accessibility, amenities, and activities.

As a result of applying the five principles mentioned above, it can be divided into six categories of community-based tourism research in Thailand, which are as follows:

1. Tourism resources and tourism facilities (5A's) covered potential tourism resources, community readiness, impact, carrying capacity, tourism context, social capital, natural resources and the environment, man-made tourism resources, lifestyles, cultures, traditions, festivals, as well as accommodations, attractions, accessibilities, amenities, and tourism activities, tourism routes.
2. Tourism human resources and local participation in tourism development included topics such as creating a community storyteller, being a good host, establishing a tourism network, tourism operator, and community entrepreneur.
3. Tourism products (souvenirs, community products) service and safety - tourism service and safety, emergency management, designing tourism souvenirs, cultural and food products, designing a community logo and slogan.
4. Marketing / visitor - tourism behavior, increasing tourist confidence, guidelines for encouraging tourist revisiting, factors influencing tourist behavior, marketing mix, marketing strategies, public relations online / offline / platform, marketing mechanism.
5. Management- emphasizing communities' participation in management and/or procedure, crime security Management, community-based tourism management, people participation management, achievement characteristics of community-based tourism management, development and management, knowledge management, assessment, strategic management, factors influencing CBT management, sustainable CBT management.
6. Information technology (IT) – tourism medias, development of the use of information and technology, digital media innovation for CBT, production IT for CBT, IT tourism platform etc. This section can provide an example of a document analysis form, as shown below:

Table 1 An example of a document analysis form

year	categories	Topics	location	Types
2016	1. Human resources		1. The North	1. Articles
- 2020	2. Tourism resources and 5A		2. The North-East	2. Thesis
	3. Tourism products, services and Safety		3. The Central	3.
	4. Marketing/visitor		4. The East	Research
	5. Management		5. The South	Report
	6. Information Technology (IT)		6. The Region	

3. Results and Discussion

3.1 The number and proportion of research publications

There were 152 records found after conducting a systematic review search of Community-based Tourism research publications in Thailand using the databases and scope listed above. Table 2 shows that the number of publications has risen from 13 in 2016 to 26 in 2017, 37 in 2018 and 2019, and 39 in 2020. The year 2020 marks the peak of publication.

Table 2 The total number of CBT research publications in Thailand between 2016 and 2020

Years	Number of research publications	Percentage
2016	13	8.55
2017	26	17.11
2018	37	24.34
2019	37	24.34
2020	39	25.66
Total	152	100.00

In terms of location, by adhering to the Royal Institute's six-region geography division system, the majority of studies were carried out in the northeast of the country (29.66 %), followed by the South (25.42 %), the Central (18.64 %), the North (11.86 %), the Region (such as Esan-Lanna, North Eastern) (6.80 %), the East (5.08 %), and the research areas are linked to other countries such as (Thai -Laos-Vietnam, Trat- Cambodia- Vietnam, Ubonratchathani-Champasak Laos) (2.54 %) (Table 3)

Table 3 the location of community based tourism research in Thailand

Location	Number of publications	Percentage
1. The North	14	11.86
2. The North-East	35	29.66
3. The Central	22	18.64
4. The East	6	5.08
5. The South	30	25.42
6. The Region	8	6.80
7. The research areas are linked to other countries	3	2.54

After categorizing the types of Community-based Tourism research publications in Thailand, articles in academic journals accounted for 77.63%, master's theses and doctoral dissertations accounted for 17.76%, and research 5reports accounted for 4.61%. (Table 4)

Table 4 Community-based Tourism research publication's types in Thailand

Types of publication	Number of publications	Percentage
1. Articles	118	77.63
2. Thesis	27	17.76
3. Research Report	7	4.61

Types of Community-based Tourism research documentation in Thailand are sorted by 4 concepts; the

component of sustainable tourism development, the concept of sustainable tourism development criteria for sustainable tourism development in Thailand, the concept of Criteria for the 5-dimensional development, and the concept of strategy of the 2nd National Tourism Development Plan (2017-2021), it was discovered that management are ranked as the top priority by 52.32%, followed by tourism resources and 5A (22.52%), Marketing/visitor (11.92%), human resources (5.30%), IT, and tourism products, services and safety (3.97%). (Table 5).

Table 5 Types of Community-based Tourism research documentation in Thailand

Types	Percentage
1. Human resources	5.30
2. Tourism resources and 5A	22.52
3. Tourism products, services and Safety	3.97
4. Marketing/visitor	11.92
5. Management	52.32
6. Information Technology (IT)	3.97

3.2 The Community-based Tourism Research gaps

The application of the five concepts of community-based tourism research classification mentioned above yielded the results of the study of research gaps. From the review of gap analysis, there are the elements for future CBT research that should be focused because at present few researches in this field are mentioned. The points are:

1. Information and Communication Technology (ICT) for CBT - Technology and communication are increasingly important in the tourism industry today. Furthermore, it helps tourists access to the information about various tourist attractions quickly and easily. It is also a tool for facilitating networking among all tourism stakeholders. Nonetheless, it is also deemed as an effective tool in learning skill enhancement for tourism human capitals such as community entrepreneurs, local people: how to use social media on a mobile phone to promote tourism and to encourage local people to be aware of the importance of ICT can use a mobile phone, internet, and a computer to take pictures, record videos, and interviews, and create various forms of social media to promote tourism in the community etc. As a result, future research should focus on human resources in ICT, ICT for marketing mix, ICT for community-based tourism-IT tourism platform, digital media innovation for CBT, and digital platform.

2. Service and Safety

As of now, the coronavirus outbreak 2019 (COVID-19) has had great impact on tourism around the world, so it is critical to accelerate action to stimulate the economy for to tourism industry that is important to Thai economy: by creating and restoring the potential of tourism services to be able to return to their potential and provide tourists with standardized services while also considering safety and reinforcing tourists' trust in community-based tourism (CBT) in all aspects. As a result, researchers should pay careful attention to this study because it will be useful for community-based tourism (CBT) in the future.

3. Initiatives for CBT in ASEAN countries

According to the ASEAN Tourism Strategic Plan 2016-2025. (Foreign Affairs Division Office

of the Permanent Secretary of Tourism and Sports, n.d.) with strategies for growing, promotion, and marketing, as well as enhancing the capacity and capability of tourism human capital and supporting sustainable tourism in ASEAN. And by enhancing the involvement of local communities, the public and private sectors in the Tourism Value Chain, as well as paying attention to the development of protection, all sectors will be able to participate. As an outcome, community-based tourism as a means of connecting CBT in ASEAN countries is a topics that should be researched further in the future.

4. Creative Community Based Tourism (CCBT)

It is a new form of tourism that caters to the needs of specialist visitors and is in line with the globalization trend. Creative Community Based Tourism (C-CBT) is one of the latest forms of tourism funded by the government, with the aim of conserving natural resources, culture, traditions, and a good way of life. Creative Community Based Tourism (C-CBT) is a mixture of community based tourism and creative tourism that adds value to tourism products and differentiates them creatively, shares benefits equally with the community, and emphasizes community engagement. There have been a few CCBT studies recently, but they are few in number. As such, more C-CBT studies should be encouraged in the future.

Furthermore, since tourism is an area that can be combined with couple of disciplines, it was discovered that researchers from different fields were interested in writing papers about CBT. Some of them however are lack of knowledge and comprehension of community-based tourism concepts and values, resulting in some papers consist of misunderstanding about the facts of community-based tourism. As a result, organizations involved in community-based tourism should have allocated some expertise, values, and processes to disseminate to different sectors so that all sectors are well-informed. Right understanding can encourage research and the potential to effectively and efficiently distribute that knowledge to the community.

4. Conclusion and Suggestion

According to an online database, a systematic analysis methodology was used to analyze and review community-based tourism research in Thailand over the last five years, from 2016 to 2020. Thailand's current community-based tourism situation is becoming well-known, and it has piqued the attention of a variety of researchers. The researcher had reviewed a total of 152 papers published in Thailand on community-based tourism. The results found that the majority of the studies were undertaken in 2020, the most researched subject was 'management', with a focus on development, strategy, and participation. Meanwhile, tourism products, services and safety, information technology on CBT, and tourism resources researches, are all represented in a very limited percentage of the total. There are studies in different areas across Thailand with the majority focusing on Community- based Tourism (CBT) in the northeast of Thailand. Presently, the growing number of communities operating CBT in Thailand has still arisen; therefore, the research in this field is needed. However, in the past five years, most studies are still considered to be repeated topics, with studies differing only in areas of study. There are just slightly new perspectives.

As an outcome, in order to fill in the research section and to push CBT forward in Thailand with stability and sustainability, future CBT studies should place a strong emphasis on the research gap identified by this systematic review which are: 1) Information and communication Technology for CBT 2) Service and Safety 3) Initiatives for CBT in ASEAN 4) Creative Community Based Tourism (CCBT) Furthermore, if a studies in Thailand link research perspective with international cases, it should make CBT research topics in Thailand more well-rounded.

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Can Thailand Adapt Policies of Wellness for its Aging Population?

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Abstract

Many countries in the 21st century face aging populations, including member countries of the Association of Southeast Asian Nations (ASEAN). This paper focuses on Thailand, which has one of the highest aging populations in the ASEAN. One of the major themes that dominates discussions on measures and policies of Thailand to cope with and support its aging population is the concept of *Wellness*—

By focusing on Wellness, elderly people can stay healthy and be able to remain self-sufficient and active throughout their lifetimes. Many will be able to continue working after reaching traditional retirement age. This paper gathers information from various sources on the subject of wellness and aging, including, academic journals, conferences, and credible organizations. One of the main goals of wellness research is to support those people who are over 60 years to pursue their routine daily life with excellent health and happiness in harmony with their family and society.

Key words: wellness, health, aging population, ASEAN, Society

1. Introduction

“Population ageing is poised to become one of the most significant social transformations of the twenty-first century, with implications for nearly all sectors of society, including labor and financial markets, the demand for goods and services, such as housing, transportation and social protection, as well as family structures and intergenerational ties.” [1] The United Nations statement above is clear; the world is aging, and we need to focus on ways to keep our senior citizens in Thailand healthy, active, and productive.

The number of Thai aging population keeps increasing with the number of people aged 60 and over in Thailand now stands at about 13 million, accounting for 20% of the population. This figure compared to the year 2001 that Thailand became an ageing population with more than 7% of the population over 65. By 2050, Thailand’s aging population is expected to increase to 20 million, accounting for 35.8% of the population. This means that out of every three Thais, one will be a senior citizen. [2]

Report of the Survey of the Older Persons in Thailand by the National statistical Office Thailand will become a complete aging society in 2022 with 20 per cent of elderly people of the total population and in 2031, the country will become the super aging society with 28 per cent of elderly of the total population. [3]

2. Body

Here is where the concept of Wellness and its applications can greatly assist Thailand. “Wellness is a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity.

Wellness is about more than just physical health. Most models of wellness include at least 6

dimensions (and sometimes up to 9 or 12): [4]



- **Physical:** A healthy body through exercise, nutrition, sleep, etc.
- **Mental:** Engagement with the world through learning, problem-solving, creativity, etc.
- **Emotional:** Being in touch with, aware of, accepting of, and able to express one's feelings (and those of others).
- **Spiritual:** Our search for meaning and purpose in human existence.
- **Social:** Connecting with, interacting with, and contributing to other people and our communities.
- **Environmental:** A healthy physical environment free of hazards; awareness of the role we play in bettering rather than denigrating the natural environment

Many studies show that determinants of wellbeing include culture and kinship, health and nutrition, employment and working conditions, social support networks, education, social relationships, environment, marriage, work life balance, social comparison, status anxiety, and individual lifestyle factors. Although limited by data availability, this study utilizes the following social factors: aging (percentage of 65+-year-old in total population), healthy living (life expectancy at birth), employment, medical and educational situation (urbanization), and stability of socioeconomic conditions; and examines their impacts on the development of the wellness industry.

However, according to the website of “Foundation of Thai Gerontology Research and Development institute (TGRI)” report quoting the figure of aging population of Thailand by the Thai National Social and Economic Development Board estimates that the Thai population will gradually decline to 65.4 million in 2040, primarily because the child population from 0-14 years old will continue to steadily decline from 11.2 million in 2020 to 8.4 million to that year, while the working people from 15-59 years old will also continue to drop from 43.26 million in 2020 to 36.5 million in 2040. [5] All of these figures has prompted the government to place the ageing issue on the national agenda to coordinate with the 20 year “Plan of Action for Elderly people” as a preparedness for its citizens to cope when it becomes a focusing on income, healthy living. In a news report by Pattaya Mail on September 20, 2020 quoting Deputy Government Spokesperson, Ratchada Thanadirek disclosing that for Thailand to become a quality ageing society, and for the elderlies to have better quality of life, the National Committee

on the Elderly, chaired by Deputy Prime Minister Jurin Laksanawisit, has made adjustment to the action plan on elderly people for 2020-2022 to place priority on the following key issues: [6]

1. Launching campaigns to create awareness among the public of the importance the need to prepare themselves for the aging process by
2. Assist Society to keep a positive attitude towards the elderly, not seeing them as a burden on society.
3. Fulfill the goal of employing 195,000 elderly peopled within 2021.
4. For the poor elderly, encourage more young generations to return home and help support them.
5. Converting small schools into community development centers for the elderly.
6. Promoting savings among labor workforce, both through private and public channels to provide sufficient funds when they reach retirement age.
7. Promoting and provide the resources for professional care-givers for the aging.

To demonstrate the Thai government had attached more importance to the well-being of the elderly by designating April 13 as the “National Elderly Day” in 1982. The Department of Older Persons (DOP) was set up in 2015 to carry out the goals of the National Elderly Act set in 2003, along with the setting up of the National Committee on the Elderly (NCE). [7]

This act enables the elderly the right to access the following protection, promotion and support:

- (1) Convenient and Rapid Medical and public health services for the elderly.
- (2) Educational, religious, and relevant news for their quality lifestyles.
- (3) Appropriate occupations or occupational training.
- (4) Self-development and participation in social activities together as a network or community.
- (5) Facilities safely provided for the elderly in public venues.
- (6) Appropriate support for transport fares.
- (7) Exemption from entry fees to government places.
- (8) Assistance for any elderly people facing danger of torture or unlawful exploitation or abandonment.
- (9) Provision of advice and consultation on other proceedings in connection with a case or the remedy of family problems.
- (10) Extensive provision of housing, food and clothing where necessary.
- (11) Extensive and fair provision of monthly old-age pension.
- (12) Assistance in holding their traditional funerals.
- (13) Other matters stipulated by the Committee in an announcement.

Thai Prime Minister Gen. Prayut Chan-o-cha pledged in his address on the National Elderly Day (April 13, 2021) that his government would take care of elderly citizens and assured the Thai citizen nationwide of the country's plan to provide care for the elderly. The plan includes a new pension programme under which both employers and employees will contribute, with minimum inputs ranging from 3%-10% of salaries depending on employment tenure. The plan also stresses the importance of saving for those whose age are between 25-29 and to educate them to take care of the elderly. And for those who are older than 59 years old, the government would help individuals develop new skills and encourage employers to hire older employees. [8]

One study revealed that Preretirement physical health, tenacity in goal pursuit, and flexibility in goal adjustment are beneficial for the well-being of both men and women. By contrast,

financial assets and job dissatisfaction are more strongly related to men's psychological well-being in retirement and preretirement social contacts to that of women. [9]

The adverse health effects of retirement mentioned earlier can be mitigated if the individual is married and has social support, continues to engage in physical activity post-retirement, or continues to work part-time upon retirement.

The importance of getting back to work after retirement is more pronounced for involuntary retirement. A Scandinavian research finds that involuntary retirement is associated with decreases in both self-image and life satisfaction in later life. [10]

The World Happiness Report 2017 addresses the social foundations of happiness: "To feel secure, people need to feel that others care for them and will come to their aid when needed. To some extent, being in such a network of usually mutual obligations sets limits on each person's freedom to make life choices freely, as the interests of others must always be borne in mind. It is apparent from our results that both features are important for a good life. It is also clear from the data that these different aspects need not conflict with each other, as the most successful societies are ones where both measures of the social fabric are strong." [11]

One recent example demonstrating how much the government has attached importance to the ageing population was the organizing an important event, "InterCare Asia 2020." This annual international exposition, the fifth of its kind, has been organized continuously since 2016. [12] This provided a complete exhibition of various good health products and innovation for elderly people. An opening speech by the chairperson of the advisory board of the Ministry of Public Health pointed out the preparedness and readiness among all sectors to cope with the rising ageing population. This included development in technology, innovation, and knowledge management. The Ministry of Public Health has integrated with related agencies as the driving force in formulating goals in creating awareness among working groups of people to realize the importance of preparing themselves for old age. This could demonstrate the readiness of all sectors in coping with ageing society in the near future.

The Ministry has also includes the initiative for members of ASEAN (the Association of Southeast Asian Nations, comprising of ten member countries situated in the South East Asia, namely, Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Vietnam) to join forces for the setting-up of the ASEAN Centre for Active Ageing and Innovation (ACAI)— Knowledge management, research support, innovation promotion, medical data information base of ASEAN that would lead to implementing policies and guidelines for member countries of ASEAN. [13]

There were also exhibitions of innovation and technology that could elevate quality of life: The exhibition showcased:

1. Dinsow artificial intelligence (AI) *Nose*, the first cancer breath screening innovation. Locally made, it has 93 % accuracy in detecting breast and lung cancers.
2. Smart Home devices to facilitate household work.
3. Courses of various technology applications in the mobile/smart phones.

Sakchai Patarapreechakul, managing director of the N.C.C, Exhibition, the organizer mentioned that the elderly persons nowadays want the best things, the most safety, and most easy to use for self-care in health and wellness.

In September 2017, the Government Savings Bank introduced a reverse mortgage system, which allows the elderly to borrow money to cover their living expenses by using land and

houses as collateral. Worawan Chandoevmit of the Thailand Development Research Institute (TDRI) recommends the establishment of a fund to which people would contribute 500 baht per year between the ages of 40 and 65 in order to support the improvement of public senior care systems.

Thailand's Ministry of Public Health signed a memorandum in July 2017 with Japan's Ministry of Health, Labour and Welfare concerning technical cooperation on policy responses and healthcare for an aging society. By sharing its experience of the Public Long-Term Care Insurance System introduced in 2000, Japan may be able to offer some useful hints to Thailand as it starts to draft policies. [8]

As for social welfare, which is one of the policies of priority for elderly, a research article published in the Journal of Public Health and Development on "Social Welfare for Older Persons in Thailand: Policy and Recommendation," with the findings revealed that the factors contributing to success of social welfare for older persons in Thailand included self-reliance and community participation. The barriers to social welfare for older persons were the lack of integration in practices and accessibility to health services. Recommendations for policy makers and practitioners for developing a suitable social welfare system for older persons in Thailand include planning for income security, promoting self-reliance, improving social welfare for older persons, health, and supporting well-being and dignity of older persons. [14] The Thai Cabinet during its meeting on March 30, 2021 acknowledged a report by the Ministry of the Social Development and Human Security on the latest aging situation in Thailand and activities for the elderly persons particularly matters related to the social welfare that the government has so far provided to the elderly include: [15]

1. Setting up of 1,555 schools for elderly nationwide, emphasizing public health.
2. Providing hospitals benefits, health care scheme or the golden cards to 219,518 dependent older people
3. Renovation for 3,200 houses for the elderly and improvement of 20 public places suitable for the elderly.
4. On work and income:
 - 4.1 Measures to encourage private sectors to employ more elderly people
 - 4.2 Setting up 1,489 centers for the Development of good quality of life
 - 4.3 Supporting loans for 8,991 workers through the aging fund
 - 4.4 Providing Aging allowance for 9.09 million elderly people.
 - 4.5 Supporting Pension scheme for civil servants, Social Security and Provident Fund
5. Social Services: providing funeral allowance, helping the poor aged people through local mechanism such as social development and human security volunteers.

Thailand and many other New Super Aging Societies could learn a few things from a Japanese concept called *Ikigai*. *Ikigai* means "reason for being." Many residents closely follow its lessons on Japan's Okinawa. Okinawa has an extraordinarily high number of centenarians for its population—those people who are over 100 years old. Here is a succinct list of ten lessons from *Ikigai*: [16]

- 1) Stay active; do not completely retire.
- 2) Take it slow. Do not rush through life.
- 3) Don't fill your stomach—eat a little less than our hunger demands.
- 4) Surround yourself with good friends. They are your best medicine.
- 5) Get in shape for your next birthday. Our bodies are designed to move.
- 6) Smile. Smiling lifts your mood and boosts your immune system by releasing endorphins.

- 7) Reconnect with nature. Living in green areas has been proven to lower death rates.
- 8) Give thanks. To your ancestors, to nature, to the air you breathe. An attitude of gratitude is greatly empowering.
- 9) Live in the moment. Stop regretting the past. Today is all we have.
- 10) Follow your ikigai. Find your passion. As Viktor Frankl says, “your mission is discover it.”

Thailand Development Research Institute (TDRI) organized its annual public conference in 2019 with a theme “Longevity Society, Making Thailand Competitive, Healthy and Secure.” Chairman Dr. Somkiat Tangkitvanich pointed out that Thailand should become a society of longevity that focuses on the wellness of the elderly persons. Longer lives would create added value to the society and thus enabling the country to be competitive, healthy, and secure. [17] COVID 19 has prompted the most recent demonstration of governmental concern for the wellness of its aging population. With a limited number of vaccines available to the public now, the Thai government has prioritized the first group of vulnerable people: the elderly and those who have chronic diseases are now allowed to register for the vaccines under the program of “MOR PROM Platform” (Doctors ready service)

Almost 12 million people over 60 years old and over 4 million people with chronic diseases, according to the data from the Public Health Ministry. The injections will start on June 7.

3. Conclusion

The Thai government now realizes the importance of the rising ageing population and has adapted policies with emphasis on the wellness of its population. The emphasis is on sustainable development within the country’s infrastructure with various projects that include promoting employment opportunities for the elderly, welfare services that include an aging fund, and allowances to ensure the quality of life of elderly people.

In Thai Culture, traditions regarding aging have existed for many generations. However, the concept of wellness and a productive life long after traditional cultural norms promote retirement is an essential part of our society now. Recent research on Thai Society demographics has made us all more culturally aware. We know now this is not a futuristic notion. We are already living in an era of advanced aging. Recognizing that a holistic view on **Successful Aging** that centers on the many aspects of wellness is key to Thailand’s future.

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Mental Health Communication and Management for Educational Institutions in the Wake of the COVID-19 Pandemic

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Abstract

The hit of the COVID-19 pandemic has not only changed people's ways of life to the so-called the "new normal" manner, but it has also provided huge effects on people's physical and, especially psychological status. The main objective of this pilot study targets to explore and propose a mental health communication and management strategy for educational institutions in the wake of the COVID-19 pandemic. This study was presented in the form of an invalidated, novice holistic strategy of mental health communication and management that could be used and applied in the digital world. This study employed an experiential-based approach and it was supported by a variety of literatures for avoiding academic bias. The findings revealed the new A-C-T-I-V-E mental health communication and management strategy. It was the abbreviation for Analytics, Communication, Tactics, Internal (Collaboration), Veracity, and Environment. The study gives theoretical and practical contributions, specifically in the field of social-mediated mental health communication and management and the A-C-T-I-V-E mental health communication and management strategy should be validated for future studies.

Keywords: Mental Health Communication and Management, COVID-19 and New Normal, Social-mediated Crisis, Avatars, Undergraduate Students in Thailand

1. Introduction and Literature Review

The COVID-19 pandemic has created public concerns and chaos in society. This global outbreak has, likewise, provided new normal life lessons and new normal working experiences, especially for those who are in public relations and crisis management. This pandemic also reshapes the paradigm of crisis management. Altogether with this, social media platforms are crucial for users as user-generated content providers and for public relations professionals as crisis response channels. Especially for users, social media platforms can provide two-edged swords, i.e. advantages and disadvantages and that can give psychological influences.

Triggered by the COVID-19 widespread, the first issue is about self-revelation and self-representation. Although the study of Vasalou, Joinson, Bänziger, Goldie, and Pitt [1] has been conducted nearly a couple of decades ago, its finding about self-selection and -representation through avatars still works and is regarded classic. From these scholars' analysis, people employ avatars in diverse, interesting perspectives. While some people create their avatars to reflect their offline presentation, some of other appreciate their virtual imagination and creativity by creating avatars that are totally different from offline appearance, personalities, and characteristics. Likewise, there are also those who have enjoyed using avatars for escaping from offline and social rules and regulations while also employed avatars for having emotional contacts with other avatars in the virtual world. Brunskill [2] states that it is certain for humans that, psychologically, social impression and acceptance are of high concern, thus, generally speaking, avatars created and represented online looks better and more acceptable than real people presented offline. It can be said that online avatars are as if a

credenza in attempting to close and hide people's undesired physical and psychological conditions.

Even being the on-going pandemic crisis, its aftermath has threatened a large number of people around the globe, both of their physical and psychological conditions. Such aftermath results from shifts in new normal lifestyle, online learning, economic downturns, unemployment, bankruptcy, layoffs, and the like leading to, especially, psychological disorders and disabilities including mental instability, isolation, loneliness, stress, depression, and suicidal. This is, certainly, not a good sign and that, currently, more attention to mental health communication and management has to be taken for consideration. Even being studied before the COVID-19 outbreak, the findings of De Silva [3] present truths and facts about the after and sustainable effects of mental health if this issue can be managed well. Generally speaking, continuous and sustainable social and economic growths can be improved and that recommendations are given to pay more both financial and non-financial attentions and attempts to develop and design mental health illness intervention and management for sustainable and happy society.

Simply speaking, mental health has continuously been necessitated and is one of the vital issues highlighted by the United Nations (UN) and the World Health Organization (WHO). According to the sustainable goal number three presented by the UN [4], communicable and non-communicable diseases and mental dysfunctions and disabilities must be minimised in the next decades. According to WHO [5], mental health is a long-term challenge for all the countries around the globe because this issue is not all only about strategies to communicate with people whose mental health status is problematic, but it is also about managing with other relating factors including mental care treatment service and system, human rights and equality disrespect, cyberbullying, and existing social belief and attitude.

The original main cause of mental illnesses around the globe is shifts in populations and that make a statistical rise, approximately 13 per cent of those who have been suffering from psychological conditions [6]. According to the World Health Organization [6], every one fifth of the young people is in an unsatisfied and abnormal mental health status and that can, consequently, create problems in their future survival and suicidal ideation before an appropriate time. Because of the COVID-19 outbreak, a greater number of those who are likely to suffer from psychological disorders and disabilities can be expected. Comparing between the number of those who had psychological struggles before the hit of the COVID-19 pandemic and those during the outbreak, generally speaking, there is an increasing number of the latter. Specifically, in the year 2017, Ritchie & Roser [7] state that there were 10.7 per cent of those who held psychological disorder and disability status around the globe and, interestingly, women outnumbered their male counterparts.

Referring to the statistics provided by McCarthy [8] from *statisca.com*, the populations in the world now have more odds of abnormal and unusual psychological conditions than they previously did. The top-three countries whose populations are found psychological disorder and disability status are the United States, Canada, and the United Kingdom at the levels of 33 per cent, 26 per cent, and 26 per cent, respectively. Comparing among Germany, the United Kingdom, and the United States, more affective disorders and disabilities were found the most in the United States in May, 2020 [9]. These COVID-19 mental health condition statistics are also supported by the study of Pierce, Hope, Ford, Hatch, Hotopf, and John [10] when they found a rising number of the British people who having extreme and severe worrisome, anxiety, and psychological discomfort especially among the younger women, parents and guardians with children, and people who just get jobs. Through a systematic review, furthermore, the

study of Wu, Jia, Shi, Niu, Yin, Xie, and Wang [11] has revealed more psychological concerns and suffers during the COVID-19 widespread.

As highlighted by WHO [6], this study is focused on discovering a strategic communication and management solution to helping universities, their undergraduate students to maintain their normal mental health status and to be able to live happily in the society for being prosperous future of not just only Thailand, but also around the globe. It will not be wise if adolescents die prematurely. The Department of Mental Health, Ministry of Public Health [12] has revealed an interesting statistic: about a number of those who have used mental health hot lines 1323 in the year 2018 that in total there are about 71,000 people or around one per cent of the total population in Thailand used the Mental Health Hotlines in the year 2018 with the monthly calling number fluctuating from around 1,900 to 2,400 lines. Out of these 71,000 lines, women outnumbered their male counterparts by 65:35 per cent one fifth of whom were juveniles and adolescents aging between 15 and 21 years old. Specifically, the younger have the most difficulty in stress and worrisome. This is followed by the love issue and depression, accordingly.

For the first wave of COVID-19 in Thailand, Mr Satit Pituthecha, Deputy Health Minister revealed in mid-April 2020 that although the situation had gone better, mental health illness still existed and was likely to increase steadily. Around half of the Thai populations having used mental health hot lines 1323 had experienced stress and worrisome with an expected sharp increase in monthly calls around 15 times [13]. Globally, there was also a three-time growth of the US people suffering from psychological illness between before and during the nightmare [14], referring to Boston University School of Public Health. As agreed by the study of Son, Hegde, Smith, Wang, and Sasangohar [15], more attention should be paid to the studies relating to mental health illness status among adolescents and juveniles. Just recently, these scholars found that the COVID-19 nightmare had caused the majority of the college students in the US to feel uncomfortable and face psychological constraints. In any case, WHO (2020) [16] explained various reasons putting teenagers at psycho-social risks. These included a need of independence, social and peer acceptance, influences of new media platforms and technology, existing social beliefs and attitudes, family and parenting supports and relationships as well as environments, sexual harassment, cyberbullying, physical disorders and disabilities, racial/ethnic inequality, and the like.

From the literatures and the reasons shown and discussed above, the objective of this study is, therefore, to propose an invalidate mental health communication and management strategy for Thai educational institutions in the wake of the COVID-19 pandemic.

2. Methodology

This study used an experiential-based research the authors had earned and gained from experiences in communicating and managing mental health issues during the COVID-19 outbreak. In order to avoid academic bias, a variety of related literatures were reviewed, supported, and discussed. It was also important to highlight at this stage that for privacy and security reasons, an overall picture and information would only be exhibited without giving any specific information, though. Furthermore, the data analysed would be presented in the form of an invalidated, novice holistic strategy of mental health communication and management that could be used and applied in the digital world. This study was also a pilot study. For future studies, however, this proposed strategy should be validated and checked for reliability and validity.

3. Findings

From experiential-based research, as an educational institution, although it was difficult to communicate and manage the students' mental health illness, it would not be too late to make the betterment and improvement in mental health communication and management. If a proposed mental health communication and management strategy could be well established, also, medication could be kept at minimum. In order to achieve such goals, an active communication and management strategy is a key success. Otherwise, multi-dimensional failures could be expected, not only for families, but also for other related stakeholders. Since an active communication and management strategy should be enhanced, as it was named, the A-C-T-I-V-E communication and management strategy was, therefore, developed as the proposed strategy comprising the following inputs:

Table 1 : The mental health communication and management process

<u>Challenge:</u> An increasing number of the undergraduate students suffering from mental health disabilities and disorders					
A	C	T	I	V	E
Analytics	Communication	Tactics	Internal (Collaboration)	Veracity	Environment

One of the biggest challenges that Educational Institutions had faced was an increasing number of the students having mental health difficulties. In order to overcome such troubles, the A-C-T-I-V-E mental health communication and management strategy was addressed and recommended. The earlier the strategy is launched, the happier the students and other related stakeholders will be and the smaller number of the students quitting their studies and hurting themselves. The illustrations of the A-C-T-I-V-E mental health communication and management are as follows.

A – Analytics: For making an appropriate decision, undeniably, data-driven strategy is of high importance for data storage, data mining, data management, data classification, data analysis and interpretation, and so forth. Without the strategy, it would be rather difficult for Educational Institutions to track and help the students from these unpleasant situations in time. Through various data system and social media, according to Ul haq, Khattak, Jamil, Naeem, & Mirza, [17], those who are faced with mental health illnesses could be predicted and a number of these people who hurt themselves and die from mental health illnesses could be lessened. This ideation was also confirmed by the study of Zhang [18].

C – Communication: A key success of mental health communication and management is communication. The COVID-19 pandemic has created a new way of communication because this novice communication approach is believed be able to encourage and strengthen the students' self-esteem and –value and treat them as ordinary people, not abnormal and strange ones. Based upon our data analysis, Educational Institutions could provide more specific, tailor-made communication, services, and facilities for specific and different students having diverse mental health status. Referring to a nationwide survey presented by Active Minds, American Council on Education [19], a large number of United States students were dissatisfied with discontinued, heartless and indifferent communication from colleges and universities. Therefore, truthful, sincere, and emotional-attached communication must be delivered. Seidel, Mohlman, Basch, Fera, Cosgrove, & Ethan [20] suggest that communication, moreover, should include means of communication. For instance, the schools', colleges', and universities' websites aimed to give mental health helps and counselling must always provide updated and detailed information.

T – Tactics: Together with communication, various tactics and activities, for instance, music healing therapy, school counselling, and the like for healing the students having different mental health disabilities and disorders should be analysed and proposed. Yale School of Public Health (n.d.) [21] further advised schools, colleges, and universities to provide the mental health students with spaces for expression and counselling and also for practicing and preparing their state of body, feeling, and emotion to be peaceful and calm or mindfulness. These activities should also be set for instructors, teachers, and other educational staff.

I – Internal (Collaboration): Not only mental health professionals, counsellors, and physicians, but also instructors, teachers, and other people working for Educational Institutions should work collaboratively and be trained and equipped with initial, practical knowledge about mental health communication and management. The instructors, teachers, and other university-related people are likely to be the first touchpoint and contact to know the students' physical and psychological conditions. Do not miss out these first contacts and give them the so-called "first-aid" knowledge to deal with the mental health students. Otherwise, it would be too late to prevent valuable losses and failures. As it was written for the blog's headline by Becker [22], "[e]ducators are key in protecting student mental health during the COVID-19 pandemic". These groups of people must also be supported and underpinned by schools, colleges, and universities to be able to communicate and manage the mental health students well and effectively [19].

V – Veracity: This element should be applied for all the factors. That was to say, data-driven approach, communication, internal collaboration, and knowledge delivered must be error-free. Likewise, the way of communication, tactics given, internal collaboration, and environment created and developed must be honest and sincere as well as empathic. Empathic communication has widely been talked about. Even being developed for the fourth-year students and at the final stage for the students' studies- writing up theses, the proposed model presented by Safitri, Purwandari, Yuiani, and Siregar (2020) [23] could be a good solution and be applied for communicating and managing the mental health students. From their four major elements, these could be classified into heartfelt human resources, i.e. internal educational faculties and staff as the first priority and supportive environment including informational and data resources, spaces of time and personal and study life, and friends and colleagues surrounding the students.

E – Environment: Good and supportive environment could not be ignored for the students' physical and psychological comfort, satisfaction, and happiness. Thanks to and applied from the study of Naaldenberg, Vaandrager, Koelen, and Leeuwis [24], even being explained in the light of the aging populations and society, Educational Institutions could provide and prepare physical friendly buildings and grounds, services, and amenities, and activities and also empathic humans including friends, colleagues, instructors, teachers, and the like. The limitations of this study are that it is a pilot study and its data collection was impinged upon personal experiences. Likewise, educational settings were prioritised. For future studies, hence, interviews should be conducted with related stakeholders inside and outside of Educational Institutions. Moreover, this A-C-T-I-V-E mental health communication and management approach should be validated and tested for the betterment and improvement for using in the educational and also in other professional fields.

4. Conclusion

The more advanced and digital our world and technology are, a greater number of the younger people have been suffering from mental health disorders and disabilities. This becomes a long-

term issue. The severity of this issue has been accelerated in the wake of the COVID-19 pandemic when people, especially adolescents, have been facing isolation and lacking of social interaction and mobility. As a social, dependent institution, it is important for schools, colleges, and universities to actively participate and take part in for the students' physical and psychological betterment and development. And, this is very meaningful not only for schools, colleges, and universities to maintain and keep the students in the study loops, but also for the country as a whole to prevent human damages and losses before it is too late. The A-C-T-I-V-E mental health communication and management strategy is a preferable solution that has been developed in the COVID-19 nightmare and in the context of Educational Institutions.

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COVID-19 Crisis Management During COVID-19 Pandemic of Primary School Teachers in Aojiang Town, Zhejiang Province, China

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Abstract

COVID-19 pandemic causes crisis over the world during 2019-2021. Primary school teachers have roles in crisis management not only in school but also in community. The aims of this research are survey responsiveness and identify related the factors to primary school teachers' responsiveness during COVID-19 pandemic in Aojiang town, China. 300 primary school teachers from a total of 547 from the 8 primary schools were selected using proportional stratified random sampling. Cross-sectional survey study was employed for the research. The responsiveness contains preventive COVID-19 practices, crisis co-ordination, communication co-ordination, human resource co-ordination in school and supporting staff. The questionnaire was tested for validity with IOC and reliability with Chronbach's alpha of 0.84. Data were analyzed by descriptive statistics and t-test by spss. The findings are the teachers' responsiveness are high. The factors related to responsiveness are marital status, community participation, training of crisis management, knowledge, perception and social support. The suggestions are the school must have training program and give knowledge (information) also. The government, community and school should promote crisis management to make perception and awareness for teachers and people.

Keywords: crisis management, COVID-19, primary school teacher

1. Introduction

Nowadays, there are crises such as earthquakes, floods, snow storms, social crises and pandemic affecting economic crises, violent incidents, psychological problems, emotional problems and personal crises. These series of crises associated with the development of society has forced us to manage with the crisis that will be a major challenge for us (Balamir, 2002). Currently, crisis situations appear more often than the past. Crisis management is the identification of threats to an organization and its stakeholders, and the methods used by the organization to manage with these threats. Due to the unpredictability of global events, organizations must be able to cope with the potential for drastic changes in the way they conduct business. Crisis management often requires decisions to be made within a short time frame, and often after an event has already taken place. Organization should create a crisis management plan to reduce uncertainty in the event of a crisis (Glaesser, 2006). The pandemic of COVID-19 occurs in 2019 – 2021. The virus has been first discovered in Wuhan, China in December 2019. Many cities of Wuhan are locked down and made various measures, including shutting down work, delayed school opening, closing all kinds of entertainment places, and home segregation. Everyone restricted travel. This critical situation effects all organizations including schools. Schools must find the ways to no delay the crisis management, but realize that the crisis is coming. And complete the preparatory work before the crisis, or get rid of the crisis with minimal loss or even some positive results. It is important to know how to prepare for the crisis and how to manage with the crisis (Centers for Disease Control and Prevention, 2020).

When a crisis occurs on school, it threatens school organizations or individuals, resulting in physical and mental damage, and schools cannot function properly. They need to respond to solutions and make effective remedial measures to prevent crises from becoming worse or worst. (Johnson, 2000). The crisis that erupts in schools has both the commonalities and characteristics of ordinary crises. Schools are densely populated places where students are young, have poor self-protection ability, and have long school activities and the damage often leads to a chain reaction and a greater loss. therefore, the school teachers must ensure the safety of the campus, strengthen the school's crisis management, take the initiative to prevent and intervene and eliminate potential crises, minimize the losses caused by the crisis, and ensure the normal and orderly teaching and management in schools. (Liu & Jiang, 2017). As for the school emergency management, the research about these are not so much in China, but the research area in Europe and America is.

For a long time, China's crisis management is mainly for the intervention system. It is far from being popularized China's research on school crisis management started relatively late. Compared with the foreign research in this area, there is still a big gap. The depth of research is not enough, the research perspective is relatively simple, lacks systematic and empirical research, and most of the research on campus emergency management is a macro research (Liu & Jiang, 2017). According to the study of primary school in Dayao County of Yunnan Province in 2018, the main problems existing in primary school crisis management such as formalism crisis education that leads to lack of crisis consciousness for teachers and students, the crisis consciousness of managers or teachers, lagging behind in crisis consciousness and passive remedies afterwards. From unforeseen natural disasters, about 80% of the deaths can be prevented by preventive measures and emergency treatment (Yunnan Dayao County Jin Bi primary school, 2018). Hence, primary school teachers should be role models of crisis managements for students. Furthermore, primary schools are more connect to communities or villages than secondary schools, high schools and universities. Primary school teachers have to manage as crisis coordination and human resource coordination in school. They do not only manage crisis in schools but in communities also. The roles of primary school teachers for crisis managements in communities are crisis co-ordination, communication co-ordinations, human resource co-ordination in school and supporting staffs (Barclay, 2004). Primary school teachers in Ao Jiang town, Pingyang county, Zhejiang province, China have to manage crisis in schools and communities too. Thus this study was interesting and conducted of primary school teachers' crisis managements in Ao Jiang Town, Pingyang County, Zhejiang province, China.

2. Research objectives

1. To survey COVID-19 crisis management during COVID-19 pandemic (responsiveness) of primary school teachers in Aojiang town, China
2. To analyze relationships between COVID-19 crisis management during COVID-19 pandemic (responsiveness) and related factors of primary school teachers in Aojiang town, China

3. Material and Method

3.1 Responsiveness of primary school teachers and its dimensions to assess.

Crisis management included management of all aspects of crisis before, after and after the event. Effective crisis management need to be done as follows: transfer or reduce the source, scope and impact of crisis; improve the status of initial management of crisis; improve the management of reaction to the crisis; In order to alleviate the damage caused by the crisis

quickly and effectively, by finding the source, essence and manifestation of the crisis, and analyzing the impact caused by them, we can better manage the crisis through reducing risk and buffer management. Crisis management consisted of before crisis (risk reduction of this crisis, readiness), during crisis (response) and after crisis (recovery) (4R crisis management model) (Heath, 2001).

Brock (2001) showed that the primary teacher's responsiveness of the crisis management to handle all calls for service from the school and, in the event of a crisis, coordinate the response of other officers dispatched to the school and community. Teachers were asked on a daily basis to assist in resolving situations which may not be direct violations of the law. The crisis management program provided not only the physical solutions, but also the educational programs necessary to address the issues related to school crisis. Placing crisis management in a classroom for a presentation exposes them to a broad range of students instead of a very small number of students). Teachers and community relationships represented the community's commitment to the providing a safe school environment. On a daily basis, the program depended on the existence of a working relationship between school administrators and crisis support team. Working hand-in-hand with school administrators in each school, the team assisted with finding solutions to problems that, if not addressed, could ultimately affect students in that school. Principals and team had different training and experience, but both share a common vision, which was to provide a safe and secure school. By having this common vision, the teachers and administrators become members of a team that are united in making sure that the school learning environment is free of fear and is conducive to learning. Establishing this meaningful relationship and the team concept was a process which was built over time and cannot be done overnight. Having a team in school, school officials developed a greater understanding of the law, police procedures, and get to know the officers on an individual basis; and the team become better acquainted with school procedures, experience a collaborative relationship with administrators, and develop a broader perspective for community concerns. Furthermore, community approach supported and reinforced the concept of good citizenship in students, by designing schools as neighborhoods where the students were considered citizens. The school itself was a community, with its own social structure; this complete social environment supported children in very subtle ways, much like their own families and neighborhoods. A partnership with the school community involved an ongoing process of (1) interacting, (2) developing trust, and (3) exchanging information. Community partnerships created mutual goals, encouraged more involvement to provide more information for solutions, and increase a desire to implement change. Hence, the roles of primary school teachers in crisis management contained coordination in school, communication coordination in community, human resource coordination in school and supporting staff.

The prevention and control of COVID-19 pandemic by observing the rules of prevention and personal hygiene, such as washing hands regularly with soap and water and covering mouth and nose when coughing and sneezing, physical distancing are the ways to deal with this disease. Moreover, the way to control the spread is to break the chain of infection. Each individual is the most important factor in preventing the disease and maintaining health. Everyone has to stay home and follow the self-care guidelines that were recommended by the WHO. (Chan, et al., 2020).

Having reviewed the definitions, and characteristics of the primary school teachers 'COVID-19 crisis management during COVID-19 pandemic ,this study employed the standard framework and its described set of crisis management to assess the primary school teachers ' responsiveness. In conclusion, this study chose the competency of primary school teachers'

COVID-19 crisis management or responsiveness during COVID-19 pandemic that consisted of preventive COVID-19 practices, crisis coordination, communication coordination, human resource coordination in school and supporting staff.

3.2 Method

In this cross-sectional survey study, teachers from eight primary schools in Ao Jiang were selected as research subjects, consisting of 547 teachers.

The sample size was calculated by the formula below:

$$n = \frac{N}{1 + N(e)^2}$$

n: sample size

N: population

e: sampling error = 0.05

$$n = 547 / 1 + 547 (0.05)^2$$

$$n = 231$$

Based on Taro Yamane formula with the receivable error 0.05, the result of sample size from calculation was 231 primary school teachers in AoJiang town, China. However, the researcher added up the minimum sample size to 300 for improving confidence level. In order to make every teacher in each school had the same opportunity to be selected as sample, the proportional stratified random sampling method was employed to draw the teachers from each school.

4. Instrument

The questionnaire of primary school teachers' responsiveness during COVID-19 pandemic with 28 items was developed covering 5 components were preventive COVID-19 practices (10 items), crisis coordinators (7 items), communication coordinators (3 items), human resource coordinator in school (4 items) and supporting staffs (4 items). Each item comprised of 5 level as: 1= never, 2 = seldom, 3 = sometimes, 4 = often, 5 = very often. The meaning and score range of crisis management level was done as: highest, high, moderate, low and lowest. The quality of instrument was tested. The validity was checked by 3 experts by IOC more than 0.5 in each item. The try-out of 30 teachers was conducted to check reliability. The Chronbach's alpha was 0.84 of this questionnaire.

5. Data collection

We collected by 5 steps as: 1) obtain formal data collection approval from Mahidol University graduate school. 2) contact the principal of the school and obtain their permission. 3) according to the size of the sample, questionnaires were distributed to school teachers. 4) after distributing the questionnaire for one week, the researchers will re visit the school to collect the returned questionnaires. 5) check whether the questionnaire is complete.

6. Data analyzing

The COVID-19 crisis management 2 items with 5 scale raw scores were calculated to be 1-5 points and divided it into 5 levels. The statistics were descriptive statistics and t-test by spss for window package.

7. Results

The characteristics of primary school teachers were male teachers (64.7%). The most age group was in 31 to 40 years old (56.3%). The majority of teachers were married (82%). The highest

degree of education was bachelor degree, accounting for 48.7% as in table 1.

Table 1 General characteristics of primary school teachers (n=300)

Characteristics	Frequency	Percentage
Gender		
Male	194	64.7
Female	106	35.3
Age		
21 - 30 years old	69	23.0
31 - 40 years old	169	56.3
41 - 50 years old	51	17.0
51 - 60 years old	11	3.7
Marital Status		
Single	45	15.0
Married	246	82.0
Widow	9	3.0
Highest education level		
Technical secondary school	39	13.0
College	100	33.3
Bachelor degree	146	48.7
Master degree	12	4.0
Doctoral degree	3	1.0

The scores of crisis managements from 1.00 - 5.00 were divided into 5 levels (highest, high, moderate, low and lowest). After survey, the results showed that the overall level of primary school teachers' crisis response to pandemic COVID-19 in Aojiang town, China was in high level. In detail, the preventive COVID19 practices, crisis coordination, communication coordination, human resource coordination and supporting staff of teachers' responsiveness all were the high level as shown in and Table 2.

Table 2. Responsive levels of primary school teachers during COVID-19 pandemic

Responsiveness	Mean	S.D.	Min	Max	Level
Preventive COVID-19 practices	3.48	0.83	2.00	5.00	High
Crisis coordination	3.47	0.82	2.00	5.00	High
Communication coordination	3.47	0.84	2.00	5.00	High
Human resource coordination	3.47	0.83	2.00	5.00	High
Supporting staffs	3.44	0.84	2.00	5.00	High
Overall responsiveness	3.47	0.79	2.00	5.00	High

For factors related to responsiveness during COVID-19 pandemic, this study demonstrated that crisis management levels were significant difference by marital status (p -value = 0.016), married teacher did crisis management better than single and widow, community participation (p -value = 0.002), teacher who participate in community activity did crisis management better than who did not participate, training for crisis management (p -value = 0.032), trained teacher did crisis management better than teacher who did not train, knowledge about COVID-19 (p -value = 0.006), the more knowledge, the better crisis management, perception (p -value = <0.001), the more perception, the better crisis management and social support (p -value = 0.049), the more social support, the better crisis management of primary school teachers in Aojiang town, China, while other factors were not significant as showed in table 3.

Table 3 Responsiveness by related factors of primary school teachers during COVID-19 pandemic

Factors	Number (Percentage)	Mean	S.D.	T-test P-value
Gender				
Male	194 (64.7)	3.48	0.76	0.753
Female	106 (35.3)	3.45	0.85	
Age groups				
21- 40 years old	238 (79.3)	3.46	0.78	0.093
41- 60 years old	62 (20.7)	3.48	0.87	
Marital status				
Married	246 (82.0)	3.51	0.74	0.016
Single and widow	54 (18.0)	3.23	0.79	
Highest education levels				
Technical secondary school and college degree	139 (46.3)	3.43	0.82	0.161
Bachelor, master and doctoral degree	161 (53.7)	3.49	0.76	
Work experiences				
1 – 5 years	154 (51.3)	3.35	0.75	0.193
More than 5 years	146 (48.7)	3.58	0.81	
Teaching subjects				
Chinese language	83 (27.7)	3.62	0.85	0.401
Other subjects	217 (82.3)	3.40	0.76	
Position				
General teachers	164 (54.7)	3.49	0.79	0.880
Class teachers and school leaders	136 (45.3)	3.43	0.78	
Community participation				
Participate	210 (70.0)	3.56	0.76	0.002
Not participate	90 (30.0)	3.26	0.81	
Planning for crisis management				
Have plan	190 (63.3)	3.52	0.79	0.092
No have plan	110 (36.7)	3.37	0.78	
Training for crisis management				
Trained	197 (65.7)	3.54	0.78	0.032
Not trained	103 (34.3)	3.33	0.78	
Knowledge about COVID-19				
Low levels	107 (35.7)	3.37	0.87	0.006
High levels	193 (64.3)	3.52	0.73	
Perceptions about COVID-19				
Low levels	59 (19.7)	2.49	0.41	< 0.001
High levels	241 (80.3)	3.70	0.60	
Social supports				
Low levels	158 (52.7)	3.33	0.81	0.049
High levels	142 (47.3)	3.61	0.78	

8. Conclusion

The study is aimed to describe responsiveness during COVID-19 pandemic and related factors of primary school teachers in Ao Jiang town, China. The research results show that responsiveness levels during COVID-19 pandemic and related factors of primary school teachers in Ao Jiang town, China were in high levels. It is found that the sample primary school teachers in Aojiang town in the term of preventive Covid-19 practices was higher than other four parts. Which the mean score (3.48) is in high level. This means that teachers do a relatively good job in the prevention of the epidemic behavior, in the face of the crisis, do a good job of

security protection, pay attention to personal hygiene to become the responsibility and obligation of everyone during the epidemic prevention, only effective prevention, can effectively control the outbreak, not only to protect themselves, but also to protect others. In terms of crisis coordination, communication coordination, and human resource coordination, they are presented at the high levels with all mean scores of 3.47. This means that schoolteachers are mostly better able to coordinate relationships between schools, parents and social stakeholders and support student learning during outbreaks, and that the positions of school communication coordinator and human resources coordinator are better. The primary school teachers' roles as supporting staff are in high levels as mean score of 3.44. This means that primary school teachers can work well in crisis management team of community. The responsiveness is high because COVID-19 pandemic impacts everyone and every part in the world that awareness of COVID-19 pandemic is high also. This is relevant to Swain, Sahoo, Biswal, Sikary (2020).

About factors relate to COVID-19 crisis management during COVID-19 pandemic, the findings of this study are marital status, community participation, training for crisis management, knowledge, perception and social support. For community participation, this refers to promote teachers to be a part of community, which relevant to studies of Spillan, Parnell, & de Mayolo (2011), Wang (2009) and Pines, (2000). For training, it is very essential that every school must have training for teachers. This relevant to Huang (2008), Jaques (2007), Smith (1990). For knowledge, this means that the higher of knowledge, the better of crisis management, which relevant to Sfakianaki, Iliadis, & Zafeiris (2015), Wang (2009), Jaques (2007), Kash, & Darling (1998). Hence, the knowledge is necessary and need to promote. For perception and social support, this means that the higher of perception, the better of crisis management, which relevant to Sarkar & Ray (2015), Parnell, Koseoglu & Spillan (2010), Ki & Brown (2013). The perception is very important, so government has to give information about crisis and crisis management for public broadcast.

We recommend from our study for good crisis management as: the school must have training program about crisis management and give knowledge (information) also. The government, community and school should promote crisis management to make perception and awareness for teachers and people.

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Investigating High and Low Proficiency College Student's Listening Competencies and Comprehension Strategies

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Abstract

This study elucidates correlations of students majoring in MICE (Meeting, Incentive Travel, Conference and Exhibition) industry academic performance with listening comprehension to elicit listening competencies and comprehension strategies. Specifically, the following research question are addressed in this study: strategies among MICE industry majors are explored for their listening comprehension. Qualitative research was conducted through a semi-structured interview. Based on academic performance, subjects recruited for this study included 24 students, 12 of whom were chosen as high proficiency level students while the other 12 were low proficiency students at a university in Taiwan. Based on the findings, MICE industry majors review their learning process with educators and ask for more listening practice and strategic guidance in the hope that such activities will improve their listening comprehension and competencies while resolving their listening difficulties. This empowers language teachers to create win-win opportunities to double-check instructional deficiencies and offer supplementary adjuncts.

Keywords: Academic Performance, Listening, MICE Industry, Listening Comprehension Strategies

1. Introduction

Listening is an important skill among the four language arts because it plays an essential role not only in one's first language development but also in people's daily oral communication. According to Davis [6], listening is much more practical and important than speaking ability. Likewise, second language learners build up their L2 competence by understanding comprehensible input, and thus speaking emerges, Krashen [11]. Hence, listening is the basis of language acquisition, Wing [15]. Generally speaking, EFL (Effective Focal Length) learners do not have enough input of the target language in their daily life, so it is tougher for them to acquire listening competence. As a result, communicating with English speakers becomes difficult or even impossible.

Moreover, given the importance of English in the globalized workplace, many Asian countries such as Thailand, the Philippines, and Japan have recently expressed 'grave anxiety about national proficiency in English', Graddol [9]. In order to enhance students' English proficiency, Ministries of Education has encouraged institutes of tertiary education to establish graduation requirements for English, since policy committee and school administrators are generally convinced that tests exert a significant influence on educational policy, Shohamy [13]. Because of such graduation requirements, an increasing number of institutes of tertiary education are attempting to integrate test preparation into their standard curricula, Buck [3].

This study is aimed at analyzing the correlation between MICE industry major student academic performance and their performance on listening comprehension test items to explore their listening competencies and elicit their listening comprehension strategies. Specifically, the following research questions are addressed in this study:

- (1) What difficulties with listening would MICE industry majors with high or low proficiency encounter while they are taking the listening comprehension test of the Intermediate Level of the GEPT?
- (2) What strategies in listening comprehension would MICE industry majors with high or low proficiency employ while taking the listening comprehension test of the Intermediate Level of the GEPT?

2. Literature Review

2.1 Differences in Listening Competencies between High and Low Proficiency Listeners

Using the GEPT listening comprehension test as the study instrument, it was found in, Chao, et al. [4] that most of the difficulties encountered (43 items out of 49) between senior high school listeners with high and low proficiency achieved significant differences. In terms of the relationship between listeners' proficiency levels and their listening difficulties, low achievers encountered more difficulties in listening activities than did high achievers; especially in listeners' factors and listening processes. Questionnaire subjects revealed that the most prominent difficulty for high achievers were in the text factor category—unknown words in texts, while the most common difficulty for low achievers was attributed to listeners' factor category—little practice in English listening. In addition, low achievers tended to focus on word level competencies, which resulted in their inability to grasp the overall meaning of the listening comprehension. This was consistent with the findings by Fan [7] that less proficient EFL listeners met greater comprehension problems at the perceptual stage than did more proficient listeners.

2.2 Listening Comprehension Strategies between High and Low Proficiency Listeners

Listening comprehension strategies refer to skills or methods for listeners to directly or indirectly achieve the purpose of listening comprehension. Numerous studies related to listening comprehension strategies of language learners have been published in the past two decades.

Griffiths [10] conducted a study to investigate differences between more and less proficient learners in listening strategy use. The results indicated that more proficient learners used a wider variety of strategies than less proficient learners. In addition, more proficient learners focused more on rhetorical organization and main ideas, while less proficient learners focused more on meaning and pronunciation of unknown words. O'Malley, et al. [12] used think-aloud procedures to investigate the listening processes of Hispanic students learning English as a second language (ESL). The findings indicated that mental processes students used in listening comprehension paralleled the three phases of comprehension processes: perceptual processing, parsing, and utilization. In the initial stage, more effective students monitored their attention better than less effective students did. During the second stage, effective learners employed more top-down processing strategies than bottom-up strategies. In the final stage, effective learners used elaboration and inferencing strategies more frequently than the less effective learners did.

Vandergrift [14] conducted a study to investigate what strategies high school students used when learning French, and how course level and gender affected their strategy choices. The results showed that compared with metacognitive and socio-cognitive strategies, high

proficiency students most frequently adopted cognitive strategies. It was reported that the mean number of metacognitive strategies increased with level. Goh [8] explored the use of cognitive and metacognitive strategies among listeners with high and low proficiency. She used retrospective verbal reports to gather data from the participants. The findings indicated that high proficiency listeners used more strategies and tactics than did low proficiency students.

3. Methodology

3.1 Research Design

The present study adopted a semi-structured interview to collect and analyze the data for findings regarding MICE (Meeting, Incentive Travel, Conference and Exhibition) industry majors' language learning motivation and use of listening comprehension strategies. The target subjects consisted of students majoring in the MICE industry who had received instruction in English for at least one year, at a university in southern Taiwan.

3.2 Subjects

Based on their academic performance, subjects recruited in this study included 24 students from the Department of Hotel Management, Department of Food and Beverage Management, and Department of Hospitality, Exhibition & Marketing Management at National Kaohsiung University of Hospitality and Tourism in Kaohsiung City. According to the intermediate test of the GEPT (a standardized Taiwan examination), 12 subjects who ranked in the top 20 of the total students were deemed high proficiency, while another 12 subjects ranking in the bottom 20 of the total students were selected as low proficiency. Altogether, 24 students were interviewed.

3.3 Instruments

A semi-structured interview and GEPT were used in the present study. The test used in this study was the simulated listening comprehension test of the Intermediate Level of the GEPT (General English Proficiency Test). The GEPT test purpose is to provide individuals a gauge of their English proficiency and assists employers and educational institutions in selection and placement. This test was included in a test-preparation book published by the Language Training & Testing Center (LTTC) in 2015.

3.4 Procedures

At the start, the researcher told the subjects about the purposes and procedures of the present study and asked them to cooperate together during the test and the Interview Question Guide. The subjects were told that their test results and answers to interview questions would be counted and analyzed. Before the test started, the researcher required the subjects to follow the directions in the test book and listen to the tape carefully. They were also told to choose only one correct response to each question. In addition, the subjects were asked to pay attention to the procedures and take the test seriously. It took the subjects 35 minutes to finish answering the listening comprehension test.

Moreover, qualitative data was obtained by conducting a semi-structure interview. In order to explore MICE industry majors' difficulties and strategies while they were taking the GEPT listening comprehension test from a more profound perspective, 24 students of different proficiency levels were asked to participate in an interview. Moreover, to ensure they were well-prepared for the interview process, an interview guide was designed and provided before implementation of the interview. It took each participant about 40 minutes to answer all the questions in the interview.

After the test and the interview questions were completed, the researcher calculated the correct responses to each of the questions on the listening comprehension test. Also, all the data collected from interviews were computed and qualitatively analyzed.

4. Results and Discussions

4.1 Differences in Listening Difficulties Between HPL and LPL Students majoring in the MICE industry

Regarding interviewees' listening difficulties, the interviews showed that there were many differences between high- and low-proficiency listeners. In terms of the process differences, four LPL were found having difficulty in translating the messages into understandable Chinese, whereas no HPL experienced difficulty in this part. One HPL even said he performed English thinking without translation. In addition, two LPL said that they did not get the main idea after listening, but no high-proficiency listeners responded with the same difficulty. Moreover, there were two LPL who had a hard time recognizing individual words; however, high-proficiency listeners did not sense this difficulty. Finally, one high-proficiency listener said that there was no difficulty in the listening process for him.

Q1: "In terms of the listening process, what difficulties did you encounter while taking the listening section of the GEPT?"

A1: "While listening, I needed to translate the message into Chinese. In this way, I might listen slowly."

With regard to difficulties in the listener's factors, there were many differences between listeners' two levels of proficiency, which indicated that lower-proficiency listeners had a higher frequency of difficulties than HPL did. First of all, HPL were more confident than low-proficiency ones. Second, two LPL felt nervous, and one of the subjects also suffered from anxiety while taking the test; however, no HPL felt these difficulties. Third, low-proficiency listeners had a greater proportion of subjects than high proficiency ones in lack of vocabulary. The interviews indicated that two HPL and five LPL said that their limited vocabulary knowledge caused difficulties in listening. Finally, low-proficiency listeners showed a larger proportion of participants than HPL with lack of listening practice.

Q2: "What factors caused you to encounter difficulties while you were taking the listening section of the GEPT?"

A2: "I felt my listening ability was poor, and I did not practice English listening a lot."
"I didn't practice enough."

As far as the difficulties of the speaker are concerned, the number of lower-proficiency listeners was larger than that of higher proficiency students in each area of difficulty. Two LPL experienced difficulties in male speakers' speech, while no high-proficiency listener had the same problem. However, two HPL, and three low ones confronted difficulties in speakers' accents.

In addition, there were two HPL and four listeners with low-level proficiency who felt that the speakers' speed was too fast. Although the three different kinds of proficiency learners almost experienced the same difficulties, there were slight differences. The interview findings indicated that learners with low-level proficiency faced greater difficulties from male voices, speakers' accents, and fast speed rate.

Q3: “What factors caused you to encounter difficulties while you were taking the listening section of the GEPT?”

A3: “None! I think it was all acceptable.”

With regard to differences of difficulties in the text factor, the most frequently mentioned difficulty were texts from specialized fields. There were three listeners with HPL and seven LPL who encountered difficulty in terminology. Clearly, listeners with LPL had trouble understanding specialized texts more frequently than higher ones did. Therefore, the interviews elucidated that although all listeners suffered from texts in specialized fields, LPL had more problems than higher-proficiency listeners did in comprehending the spoken texts.

Q4: “What factors caused you to encounter difficulties while you were taking the listening section of the GEPT?”

A4: “Texts that are selected from specialized fields. For example, the terminology was difficult.” To sum up, the data from the qualitative interviews indicated that HPL experienced difficulties less frequently than LPL. Also, the findings from the interview proved differences in difficulties encountered between HPL and LPL in the listening process, listener factor, speaker factor, and text factor. Therefore, it could be concluded that the listeners’ degree of difficulty was highly related with their listening proficiency level.

4.2. The differences of listening comprehension strategies between HPL and LPL Students majoring in the MICE industry

In the interview data, among the 24 interviewees, several subjects said that they would read the four options before listening. It was said that three listeners with high-level proficiency and one with low-level proficiency read the items and then decided possible answers prior to listening for specific aspects of the texts. The result indicated that listeners with high-level proficiency showed the best performance in selective attention.

Q5: “Before listening, what would you do to prepare yourself to better understand the subsequent English?”

A5: “I would read key words to know what kind of questions it might ask, and then I would focus on the related messages.”

There were two different strategies used while the learners listened to the texts. To begin with, one interviewee with high-level proficiency said that he/she would think only in English without any translation; however, no listeners with low-level proficiency employed this strategy. As to another cognitive strategy use, four high-level proficiency and two low-level proficiency listeners paid attention to keywords.

Q6: “What strategy did you use to help understand the texts while listening?”

A6: “I would memorize keywords...I tended to think in English.”

A6: “I would read the options and pay attention to the keywords. If the keywords appeared, I would listen to the content with more attention.”

These findings suggested that there was a general tendency which reflected greater use and wider range of use for listeners with high-level proficiency, who only think in English and find keywords.

After listening, recalling what was heard and crossing out the impossible answers were the most common strategies applied by all the subjects. As for the strategy differences, listeners with

high-level proficiency chose to recall the main ideas, pick out the most reasonable answer, and then select their final answer by using common sense. Listeners with low-level proficiency chose to translate English into Chinese or select the answer with the longest sentence.

Q7: “After listening to each question and before choosing the answer, what strategy did you use to help understand the texts?”

A7: “Direct translation.”

A7: “I did nothing...because the time was really short, I didn’t know what I was doing.”

It was found that higher-proficiency listeners tended to use strategies more frequently and flexibly. On the other hand, lower-proficiency listeners favored bottom-up strategies such as translation. Generally speaking, the findings from the qualitative data indicated that higher-proficiency listeners with high-level proficiency used listening strategies better.

5. Conclusions

The following were listeners’ difficulties mentioned in response to interview questions: too short texts, too many questions in a section, unfamiliar test types, unable to read four options in advance because of the time limit, poor listening competence (i.e., slow in reacting to the questions, unable to choose the best answer, not understanding what the questions were about, and weak in colloquial English & dialects), limited memory capacity (i.e., forgetting the question), and lack of confidence in listening (i.e., worrying about performance while hearing the high-intermediate level of the GEPT).

In terms of proficiency differences in the listening difficulties, more proficient listeners were less likely to encounter difficulties in the listening part than less proficient ones were. Besides, listeners with high-level proficiency encountered fewer difficulties than lower-proficiency counterparts. In conclusion, listeners with high-level proficiency confronted less obstacles than listeners with low-level proficiency, and students with high-level proficiency faced barriers less frequently than low-proficiency listeners did.

Regarding strategy differences in proficiency levels, the interviewee results indicated that listeners with high-level proficiency used a wider range of strategies more frequently than lower-level ones did, especially thinking only in English and finding key words. Selective attention (i.e., reading the four options before listening) was applied more often by high-proficiency listeners than by low-proficiency counterparts. However, translation strategy was more frequently used by listeners with low-level proficiency. After listening, the students majoring in the MICE industry more frequently employed two strategies, namely, recalling what was heard and crossing out the impossible answers.

6. Suggestions

Based on the findings of the present study, some pedagogical implications are presented. First, although students with high-level proficiency had better performance than the ones with low-level proficiency on the listening comprehension test of the Intermediate Level of the GEPT, many of the study subjects still encountered some problems and difficulties when taking this test. Hence, it is important for language teachers to explicitly instruct listening strategies in listening class. Actually, teachers could offer a series of exercises for practicing listening sub-skills, such as distinguishing word boundaries, identifying stress patterns, recognizing reduced forms in speech, Brown [2]. In addition, Goh [8] claimed that regular perception practice might be good for learners to familiarize themselves with the features of the target language. Moreover, in order to have students get used to real-life listening outside the classroom through training, the listening activities had better be as realistic as possible. Authenticity, meaningfulness,

interaction, and interest are all features of good listening activities. Furthermore, adopting appropriate listening strategies (e.g., looking for keywords, predicting the speaker's intentions, and grasping the main ideas) enhance listeners' comprehension in the listening process. As a result, it is essential for teachers to equip students with different sorts of listening strategies.

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Students' Readiness on Online Learning amid the COVID-19 Pandemic: A Case Study of a Thai University

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Abstract

This study aimed to examine the readiness on online learning of Chinese international students in a Thai university during the COVID-19 pandemic. 269 undergraduate students were surveyed by a questionnaire on their readiness on online learning. In addition, 10 students among them were interviewed to express their opinions on challenges and suggestions on online learning. Data analysis revealed that the top three mainly used online learning platforms were Tencent Conference, DingTalk, and QQ live. The overall level of online learning readiness of students was high with a mean score equal to 3.77. Regarding five dimensions, students were much ready on computer/internet self-efficacy (M=3.82), followed by motivation for learning, self-directed learning, and online communication self-efficacy. Learner control got the lowest mean score (M=3.69). There were no statistically significant differences in online learning readiness in terms of gender, age, major, and GPA factors. "Tencent Conference" was the most favorite online learning platform as it provides various conveniences for learning. Students encountered several problems during online studies such as the Internet speed, effective communication, and supervision. In response to these difficulties, the students provided suggestions to improve the effectiveness of learning.

Keywords: Online learning readiness, COVID-19, Chinese international students

1. Introduction

Adnan and Anwar [1] stated that on 11th March 2020, the World Health Organization (WHO) announced COVID-19 as a global pandemic. By January 2021, statistics displayed by WHO [2] showed that over 83 million cases and 1.8 million deaths have been reported globally. This worldwide pandemic not only has an unprecedented impact on the health and the way of life of people all over the world but also affects the mode of education.

As the incidence of new COVID-19 cases has continued to accelerate, all educational institutions in Thailand were announced officially to be closed and then transferred the teaching and learning process online. Compared to other levels of education, higher education seems to be less affected by online teaching. A fixed classroom and teachers' face-to-face supervision are not unnecessary for students in the university. Meanwhile, university students are more capable and consciously prepared for online learning. The target group of this research was Chinese international students at the undergraduate level in a university in Thailand. Most of them returned to China gradually during this period and cannot come back to Thailand due to the severe situation. Therefore, these students have experienced online learning for almost one year. This study forced on examining Chinese students' online learning readiness and exploring the challenges they were facing during online learning.

During this global pandemic, online learning becomes an indispensable method that might continue for rather a long time. And, it can be predicted that online learning will be a good choice in the normal state of the future. The findings of this research can also be used as references for improving the quality of online teaching.

1.1 Online Learning

Chung, et al. [3] noted that online learning is currently an interesting topic discussed among academics and students. Bates [4] stated that by utilizing electronic technology and the Internet, online learning has its benefits which are the abilities to overcome the temporal and spatial restrictions of traditional educational settings. According to Seaman, et al. [5] more than 30% of students in higher education took at least one course in an online environment.

However, online learning provides both opportunities and challenges. There has an impression that online learning is not of the same quality as traditional face-to-face in classroom education. Factors such as the application of the network and the software and the degree of self-discipline etc. all affect the learning effect. Therefore, the research on investigating how to prepare students to learn successfully in online environments is of its importance.

1.2 Online Learning for Chinese Students

As early as 2003, during the SARS corona-virus, many schools in China moved to teach online and adopted the form of distance education. At that time, the main form of distance education was live TV teaching. However, due to the imperfect development of the Internet and network education technology, the form of teaching was limited to teacher's lectures, but lack of effective attendance records and performance assessment methods, the interaction among students and teachers was also not enough.

With the development of ICT and its application in teaching, during the current online learning process, Chinese students mainly used platforms such as DingTalk and Tencent Conference to conduct a live broadcast of classes and used online platform such as TeacherMate to conduct learning activities such as sign-in, homework, and exams. But the authors found in the teaching process, online teaching cannot effectively supervise students' learning. For some students, "learning online" equals to "holiday", for others the effect of learning has been affected by many factors. Hence, the researchers hope to understand students' readiness, difficulties, and suggestions by investigating their views on online learning.

1.3 Student Online Learning Readiness

In the studies of Kaymak and Horzum [6], Fogerson [7], and Watkins, et al. [8], readiness is a variable that is often emphasized and measured in distance learning, e-learning, and online learning research. Readiness encompasses self-concept or self-efficacy with academics, information, technology, and locus of control and equipment owned.

Mosa, et al. [9] and Yilmaz [10] demonstrated that students' online learning readiness influences their academic achievement. Online learning readiness is a concept first defined by Warner, et al. [11]. It was described from three aspects: (1) students' preferences on the form of instruction delivery, (2) students' confidence in using electronic devices and the Internet for learning and communication, and (3) the capacity for autonomy learning. With the development of information technology, many scholars such as Hung, et al. [12], McVay [13], and Smith, et al. [14] have studied it. McVay [13] developed a 13-item instrument that focused on student behavior and attitudes to measure online learning readiness. Davis [15] measured student online learning readiness on two dimensions: student attributes dimension and technology dimension. In this research, a more specific 5-dimensions division developed by Hung, et al. [12] was applied.

1.3.1 Computer/internet self-efficacy

Computer/internet self-efficacy (CIS) is an important dimension while measuring online learning readiness. Self-efficacy is a concept in social cognitive theory that helps to understand how personal beliefs influence people's cognition, motivation, behavior, and decision. Compeau and Higgins [16], Eastin, and LaRose [17] stated that CIS explains students'

perceptions of their ability to use computers and the internet during online learning. The CIS dimension was measured by 3 items such as “I am confident in operating the basic functions of Microsoft Office programs” and “I am confident about using the Internet to find information”.

1.3.2 Self-directed learning

Knowles [18] defined self-directed learning (SDL) as students have positive attitudes and behavior on their learning needs, goals, learning resources, strategies and methods, and learning outcomes. In this research, the SDL dimension was measured by 5 items such as “I have my own learning plan” and “I have high expectation on learning result”.

1.3.3 Learner control

Unlike face-to-face learning, online learning requires more learner control (LC) than a traditional learning environment. According to Shyu and Brown [19], learner control is the extent to which students can direct the learning process by themselves. It is critical to a student for effective learning because the learner himself has a large degree of power to determine the learning progress, materials, and behavior during study. The LC dimension in the current study was measured by 3 items. For example, “When studying online, I will not be distracted by other online activities (Weibo, short videos, online shopping)”.

1.3.4 Motivation for learning

Ryan and Deci [20] defined motivation as a critical element in cognitive, social, and physical development because it is through acting on one’s inherent interests that one grows in knowledge and skills. The motivation for learning (MFL) is of its importance as it can influence students’ attitudes and behaviors. Understanding students’ learning motivation helps teachers to take guidance and intervention. The MFL dimension in this study was tested by 4 items. For instance, “I like to share my thoughts with others while studying online” and “I have improved from my previous mistakes while studying online”.

1.3.5 Online communication self-efficacy

Online communication through the Internet has become an essential part of online learning. Palloff and Pratt [21] indicated that shy students tend to participate more in online environments than in traditional environments. However, in the actual teaching process, researchers feel that some students are not good at expressing their opinions online. Online communication self-efficacy (OCS) in this study was tested by 3 items, such as “I am confident in using online tools to communicate with others”.

1.4 Research Objectives

Integrating quantitative research and qualitative research phases, the purposes of this study were as follows.

- 1.4.1 To assess the levels of readiness on online learning of Chinese international students;
- 1.4.2 To study the differences in online learning readiness in terms of gender, age, major, and GPA factors;
- 1.4.3 To explore the challenges and suggestions on online learning of Chinese international students.

2. Research Methodology

2.1 Research Design

In the quantitative study period, the research was first aimed to examine the overall level of students’ online learning readiness, and the levels of its five dimensions respectively. Second, the research forced on the differences that might be existed between different target groups.

In order to obtain more detailed information about students' online learning readiness, a qualitative analysis which collected information via in-depth interview was adopted in this research as well.

In the qualitative study period, it was aimed to investigate students' opinions on online learning. For example, whether students have their preferred online learning platform, what kinds of challenges they were facing during the online study, and if they have any suggestions to improve their learning experience.

2.2 Participants

This research was a case study conducted in China-ASEAN International College, Dhurakij Pundit University. In the quantitative study period, questionnaires were distributed to 298 Chinese undergraduate students in the researchers' classes. These students came from four majors: International Business, Finance and Accounting, Tourism Management, and Arts. Finally, the online questionnaire platform received 269 valid questionnaires. The response rate of this study was 90.27%.

A purposeful sampling method was adopted in the qualitative study to select the key-informants. Since results in the quantitative study showed there were no statistically significant differences in online learning readiness in different gender, age, major, and GPA groups, 10 students from International Business participated in the in-depth interviews as the number of students from International Business was the largest among all participants.

2.3 Research Instrument

2.3.1 Quantitative Research Instrument

A survey that contained two sections was used in quantitative research to collect data. It was displayed in an online data collection platform and the link was given to the target students.

In the survey, section one was developed by the researchers which included student's personal information such as gender, age, major, GPA, and online learning platform. Section two was modified from the "Online Learning Readiness Scale (OLRS)" that developed by Hung, et al. [12]. It was a 5-point Likert Scale questionnaire that contained 18 items. It included 5 dimensions, namely, computer and internet self-efficacy dimension (3 items), self-directed learning dimension (5 items), learner control dimension (3 items), motivation for learning dimension (4 items), and online communication self-efficacy dimension (3 items).

According to Best and Kahn's [22] criteria, the online learning readiness was considered from the mean score and was divided into 5 levels: Highest (4.21-5.00), High (3.41-4.20), Moderate (2.61-3.40), Low (1.81-2.60), and Lowest (1.00-1.80). A higher mean score indicated a higher level of online learning readiness.

2.3.2 Qualitative Research Instrument

An in depth-interview that contained three open-ended questions was developed by the researchers according to the previous stage of research. The questions were as follows.

Question 1- Which is your favorite online learning platform, and why?

Question 2- What are the main difficulty you encountered in online learning?

Question 3- What advice do you have for teachers or students to promote the online learning experience?

2.4 Statistics Analysis

Statistical software was implemented to analyze quantitative data. Online learning readiness was tested by mean score. The differences in online learning readiness between different groups were examined by T-test and one-way ANOVA.

The thematic content analysis method was used to analyze qualitative data. The information provided by key-informants was recorded as transcripts. While reading transcripts, notes were made to identify important data, and then themes were summarized.

3. Results

3.1 Descriptive Information

Descriptive information on gender, age, major, GPA, and online learning platform were analyzed by frequency and percentage. The results showed that among 269 respondents, male students accounted for 66.5%, while the other 33.5% were female students. Most of them (82.9%) aged between 18 to 22. Students who majored in Finance and Accounting (FA), International Business (IB), Arts, and Tourism Management (TM) were accounted for 19.7%, 67.3%, 2.6%, and 10.4% respectively. 4.1% of students got a GPA lower than 2.0 which was considered as low academic achievement, while 9.7% of students achieved a GPA higher than 3.5 which represented an excellent learning result. The rest of them earned a GPA between 2.0 and 3.5. As for the online learning platform, the top three mainly used online learning platforms were Tencent Conference, DingTalk, and QQ live.

3.2 Online Learning Readiness

As shown in Table 1, the overall mean score of online learning readiness was 3.77 which meant students' online learning readiness was at a high level. In detail, the mean scores in its five dimensions were 3.82(CIS), 3.80(SDL), 3.69(LC), 3.81(MFL), 3.70(OCS) respectively which demonstrated all dimensions were at a high level of readiness. The computer/internet self-efficacy (CIS) dimension got the highest mean score among the five dimensions, while the learner control (LC) dimension was at the lowest mean score.

Table 1 Mean scores of online learning readiness

Online Learning Readiness in Dimensions	Mean	Std. Deviation
Computer/internet self-efficacy (CIS)	3.82	.75
Self-directed learning (SDL)	3.80	.77
Learner control (LC)	3.69	.84
Motivation for learning (MFL)	3.81	.83
Online communication self-efficacy (OCS)	3.70	.91
Total	3.77	.71

3.3 Online Learning Readiness in different groups

To verify if there has any difference in online learning readiness existed between different groups, T-test and one-way ANOVA were processed in terms of gender, age, major, and GPA factors. The results were shown below in Table 2, Table 3, Table 4, and Table 5.

Table 2 Online learning readiness in gender groups

Online Learning Readiness	Mean (SD)		P-Value
	Male	Female	
Online Learning Readiness	3.78 (.75)	3.76 (.64)	0.338

As Table 2 showed, the mean scores for male and female students were equaled to 3.78 and 3.76, with a P-Value at 0.338 which meant the difference between male and female students on online learning readiness was not statistically significant.

Table 3 Online learning readiness in age groups

Online Learning Readiness	Mean (SD)			P-Value
Age Groups	<18	[18,22)	>=22	
Online Learning Readiness	3.70(1.19)	3.77(.70)	3.77(.76)	0.986

Table 3 showed that the mean scores for different age groups were at 3.70, 3.77, and 3.77. However, the P-Value was equaled to 0.986 which meant the differences between age groups were not statistically significant.

Table 4 Online learning readiness in major groups

Online Learning Readiness	Mean (SD)				P-Value
Major Groups	FA	IB	ART	TM	
Online Learning Readiness	3.72(.72)	3.81(.71)	3.78(.56)	3.57(.81)	0.370

Table 4 showed that the mean scores for different major groups were at 3.72, 3.81, 3.78, and 3.57 respectively. But the P-Value was equaled to 0.370 which meant the differences between these major groups were not statistically significant as well.

Table 5 Online learning readiness in GPA groups

Online Learning Readiness	Mean (SD)					P-Value
GPA Groups	<2.0	[2.0,2.5)	[2.5,3.0)	[3.0,3.5)	>=3.5	
Online Learning Readiness	3.79(.68)	3.67(.80)	3.83(.67)	3.70(.71)	4.05(.56)	0.132

The mean scores for different GPA groups were shown in Table 5. As the P-Value was 0.132, the differences between groups were not statistically significant.

3.4 Interview

To get a deeper understanding of students' online learning readiness, students were interviewed by three questions. For Question 1 "Which is your favorite online learning platform, and why?", all students selected "Tencent Conference". This result was inconsistent with the "Tencent Conference" which was the most widely used platform in previous quantitative research. Students explained the reasons as it has fast link speed and high quality of picture display. In addition, when students need to do presentations, it is easy to operate by themselves.

For Question 2 "What are the main difficulty you encountered in online learning?", the main problems met were summarized in several aspects: (1) the Internet speed and surrounding environment, (2) effective communication, and (3) supervision and self-control in learning. Students stated that sometimes the network delay and the noise in the surroundings affect the learning effect. The researchers themselves identified this experience as well. Normally, teachers will record instruction videos and put them on the Internet for students to review. And, during class, teachers often advise students to turn off their microphones to prevent noise from interfering with the entire class. Effective communication was also an obstacle for students as they always need to participate in discussions and teamwork. The online platform "Tencent

Conference” is very convenient in establishing different discussion groups. This could also be one of the reasons why students prefer this platform. When talked about supervision and self-control during learning, students mentioned they were probably distracted by social media, and after a long time facing the computer or mobile phone screen, the tiredness can also make them unable to concentrate on the class.

For Question 3 “What advice do you have for teachers or students to promote online learning experience?” Students suggested that teachers could strengthen supervision. Questioning, quizzes, and additional knowledge could help them to focus on the class. A regularly organized Q&A process is also needed to solve all kinds of questions during the study.

4. Discussion

The result revealed that the overall situation on online learning readiness was at a high level ($M=3.77$). This result was inconsistent with the result of Hung, et al. [12] that students online learning readiness was at a high level. In detail, the mean scores of online learning readiness’s five dimensions ranged from high to low were $CIS>MFL>SDL>OCS>LC$. In the study of Hung, et al. [12], they also found that students’ computer/internet self-efficacy, followed by motivation for learning was ranked top two among five dimensions. In this current study, information disclosed that Chinese students had good preparation for online learning. One of the reasons might be until now they had already studied online for almost one year which was enough for them to adapt to online learning. Students were much ready on computer/internet preparation (such as the operation on equipment and software), had a high level of motivation to learn, and can be self-directed in learning. But they might get less readiness on effective online communication and learner control. This result could be explained as most of the Chinese students’ hardware devices were not their difficulties. In addition, online learning provided students with a new medium that was much attracted to them. Various forms of learning activities encourage them to learn more independently. But using computers and online learning may also distract them from learning.

There was no statistically significant difference between male and female students. This result was inconsistent with the studies of Hung, et al. [12], Bunz, et al. [23], Masters and Oberprieler [24], Rasouli, et al. [25]. Compared to female students, male students got a slightly higher mean score. This may reveal that male students were better at using computers and the Internet to learn as the learning process involved the use of hardware and software. And, male students were more active than female students during class.

As for age, there were not many differences between students of different age groups. The result was different from it of Hung, et al. [12], and Wojciechowski and Palmer [26]. The previous studies demonstrated that seniors exhibited significantly greater readiness than juniors. And it was explained as students’ maturity may play an important role in their monitoring, managing, control, and motivation relative to online learning.

Among different majors, students majoring in International Business scored the highest (3.81), followed by Arts (3.78), Finance and Accounting (3.72), and Tourism Management (3.57). This result may be related to courses in different majors and it deserves more in-depth targeted research. Rasouli et al. [23] also verified that major was not a factor that leading to the difference in online learning readiness.

Although Torun [27], Ozturk, and Cigdem [28] had noted that self-directed learning and motivation for learning were the strongest predictors of academic achievement. The result of this study showed the differences within GPA groups were not statistically significant. The mean scores for different GPA groups were slightly different, with the group with the highest GPA had the highest mean score. It could be understood as whether on the Internet or the traditional learning environment, students who study well tend to be well prepared.

Due to the particularity of online courses, students and teachers need to test the network connection before class and study in a quiet environment. Learning efficiency is an important factor affecting learning outcomes. Teachers can use some interesting online tests or applications to help students focused on the study. Meanwhile, the duration of online lectures should not be too long, otherwise, students' attention will be easily distracted. It can be replaced by other forms, such as discussion and active learning.

5. Conclusion

The purpose of this research was to study the online learning readiness of Chinese students during the COVID-19 pandemic. Totally 269 students participated in this research. The overall level of online learning readiness was high. Students were much ready on computer/internet self-efficacy. They had great motivation for learning and they were ready on self-directed learning. But students had lower readiness levels on online communication self-efficacy and learner control. An in-depth interview helped to verify the results of quantitative research and put forward suggestions for improving the efficiency of online learning.

However, this research had its limitations. First, it was just focused on Chinese students in one university which was a small group for quantitative research. Second, the self-assessment questionnaire and the interview might not provide objective and comprehensive information. Since the situation of the global pandemic has not been completely improved, online learning will remain the main form for a period in the future. Further detailed studies are needed as well.

6. Acknowledgment

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Discussion on the Problems of International Chinese Project in X Universities of Thailand

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Abstract

In recent years, many Thai universities have opened International Chinese Projects, which have attracted more and more Chinese students. “X University” has operated this project for just over a decade. As a young project, there are surely some problems with its development, such as hard to attract top Chinese students, relatively less new pattern applied courses, lack of career planning or guidance, etc. How we settle these problems appropriately is vital for the further development of this kind of project. Other universities that run this kind of project could also get relevant enlightenment from it.

Keywords: Higher Education Reformation, Lifelong Learning System, Gaokao Scores, Applied courses, Vocational Education

1. Introduction

In recent years, Thailand’s International Chinese Projects have become one of the prevalent projects. More and more universities in Thailand have recruited Chinese students to study in Thailand. Most of the students are studying Business management, the rest are majoring in Education, Arts, Thai language or Thai study, etc. Some of these students come here to study through cooperation projects between the University of China and Thailand, and others come to study through some study abroad agencies.

X university has operated International Chinese Projects for over a decade. We, as pioneers in this university, have the first experience at the university. X University used to be one of the universities with the largest number of Chinese students in Thailand. In the last three years, Chinese students there are continuing decrease, what’re the problems with it? Why students now don’t choose to study at X university? Exactly what kind of teaching method is suitable for students here. We are exploring to use the comparative study method, investigation method to settle the core problems in International Chinese Projects of X university.

2. Literature Review

With more and more students receiving higher education, the government or educators now pays more attention to vocational education and lifelong learning. In February 2019, the Chinese government promulgated the <China’s Education Modernization 2035 Plan>, which sets the direction for the development of education. It also sets the objectives of establishing a modern education system of lifelong learning, along with compulsory education, enhanced vocational education, and more competitive higher education.

One of the strategic tasks of the <China’s Education Modernization 2035 Plan> is to build a lifelong learning system that serves the whole people, to construct a more open and smooth talent growth channel, improve the enrolment, flexible learning, and continuing education system, and smooth the conversion channel. It aims to establish and improve the national credit bank system

and the learning achievement certification system, and also to strengthen the continuing education and social training service functions of vocational schools, colleges, or universities, and carry out various types and forms of continuing education for employees.

At the same time, the Chinese State Council published its *<Implementation plan on National Vocational Education Reform>*, signaling a significantly strengthened focus on vocational education. Chinese Premier LI Keqiang, in his 2019 Government Work Report, announced the transfer of 100 billion RMB (roughly 15.5 billion US dollars) in funding from the unemployment insurance fund into vocational training to support approximately 15 million people to upgrade their skills. By 2022, China aims to transform some select universities into 'practical' institutions - Universities of Applied Sciences - where students can acquire a diploma or degree plus several certificates of vocational skills, a mechanism known as the '1+X' model. Li Li-guo (2016), a professor and deputy dean of the School of Education, Renmin University of China, believes that 'higher education in popularity stage should be in diversity. One big country does not only need a few first-class universities but also needs a fabulous higher education system. There should not only need some research universities, but also need polytechnics, liberal arts colleges, vocational and technical colleges, community colleges, and open universities to form a complete higher education system'.

Bie Dunrong, Li Xiang, Tang Xiaomeng, Liu Xiao, Sun Junhua (2020), hold a forum on *<Coordinated Development of Vocational and Technical Education, Higher Education and Continuing Education: 'Building an Education System Serving National Lifelong Learning'>*. From different points of view, they pointed out the shortcomings in higher education. It is crucial to control the qualities of the entrance, cultivation, and output of higher education, vocational or technical education, continuing education.

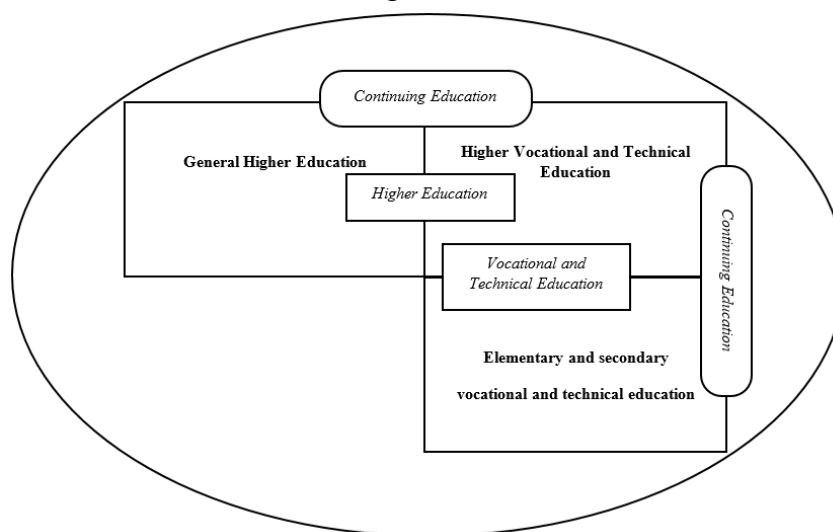


Figure 1 Coordinated Development of Vocational and Technical Education, Higher Education and Continuing Education²

3. Current Problems on 'X University'

3.1 Lack of strong majors

The reputation and good quality of education are mainly concentrated in several public

¹ the Academic Credit Bank System (ACBS), an open educational system operating in the Republic of Korea since 1998. It was designed to provide both traditional-age and mature students with opportunities to earn academic qualifications, including Bachelor's degrees, at low cost and in collaboration with the traditional system.

² Tang Xiaomeng (2020). *Significant breakthrough and influence in the expression of the lifelong education system at the policy level. Lifelong Education Research*. DOI: 10.13425/j.cnki.jjou.2020.02.001

universities of Thailand, such as Chulalongkorn University, Mahidol University, Chiang Mai University, Thammasat University, etc., or some of the well-known private universities, such as Assumption University, Rangsit University, Bangkok University, etc. If Chinese students or their parents aren't familiar with Thailand's university, they will choose a Top ranking university in Thailand. If X university is not on the list of ranking, it should have another choice, building a strong major.

Until now we still don't hear that X university has a strong major in Thailand, as we have stayed at X university for over a decade. It's so slow for one university to develop a major or specialized subject. X university is a typical business university, but it doesn't have the major overpass Assumption University, Rangsit University, Bangkok University, etc. So, X university has been filtered out by Top Chinese students.

3.2 Disadvantage in the quality of students

From statistics theory, if we get the score from all examinees who take the Gaokao³, we can get a normal distribution graph. The normal distribution graph has the important parameters which are μ and σ ⁴. Let's divide the graph into 6 parts as labeled on the graph: Part I to VI, from right to left in Figure 2. In the Chinese mainland, most of Part I and Part II students are enrolled in high-quality universities in China; Part III and Part IV mainly study in other undergraduate universities or vocational colleges.

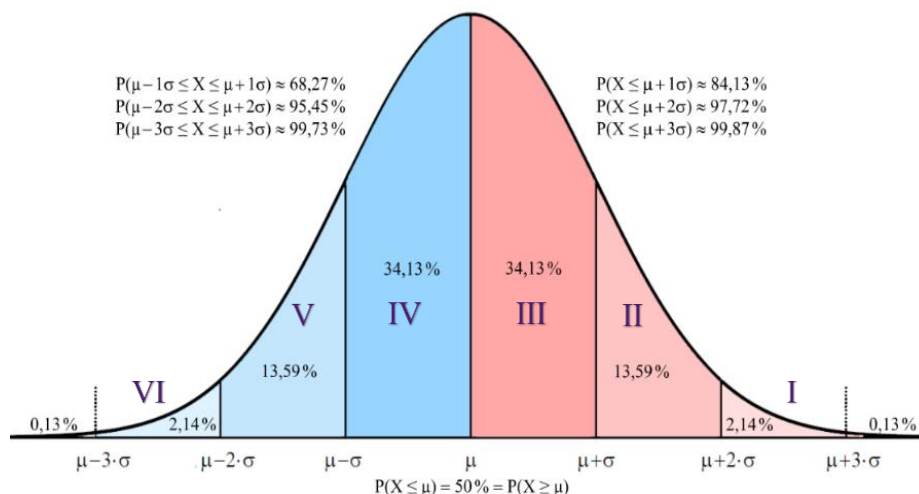


Figure 2 Normal Distribution Graph

Until now applying for X University or the other university of Thailand, seldom university needs students' Gaokao scores. Many students don't get an ideal score at Gaokao or they even not take the Gaokao. So many students may be in the normal distribution chart at the left of ' μ ', whose ability is inferior to their peers.

We have taught at X University for over a decade, and also contact thousands of students in X University. Until now, no students are asked to submit Gaokao scores. Anyone who has applied to study at X university would have a high probability to get enrolled. As we can't directly get the Gaokao score enrolled in X University, we apply the indirect methods. In the class on *Mathematics and Statistics in Business and Daily Life*, we have inquired about students' Gaokao scores of Mathematics in Figure 3. Over 70% of students can't get 60% of the score (the full score is 150 points) in Gaokao of Mathematics, which means most of the students in X

³ an entrance examination for higher education of China.

⁴ the parameter μ is the mean or expectation of the distribution, while the parameter σ is its standard deviation.

Universities are on the left of μ in the normal distribution graph.

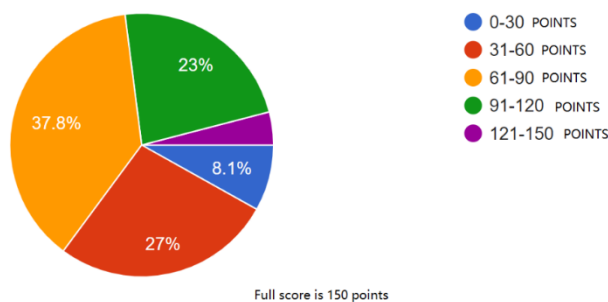


Figure 3 Gaokao scores of Mathematics in X University students⁵

3.3 Deficiency of vocational course

As instructors, we are encouraging students to continue their studies in different paths, traditional theoretical study at university is not the only path for accomplishing their lifelong education. Everyone has entitled to enter a suitable university or college to continue their education. The fact is that it's hard for quite a lot of Thai universities to attract superior students of Part I and Part II in Figure 2. Until now X University has students from Part III to VI, so what kind of education they need? Are they suitable for theoretical courses?

Let's have a quick look at the Curriculum structure on the major of International Business at X University in Table 1.

Table 1
Curriculum Structure of International Business

A. General education courses (30 credits)	
Humanities	6 credits
Social sciences	6 credits
Sciences and mathematics	9 credits
Language	9 credits
B. Required courses (90 credits)	
Core courses	27 credits
Major required courses	36 credits
Capstone Projects ▲	6 credits
Minor courses *	15 credits
Cooperative Education ▲	6 credits
C. Free elective courses (6 credits)	

(*Notes: Minor courses is selected from a set of language courses for Chinese students)

Most of the courses are taught with traditional teaching methods. However, I would like to point out two highlights in this curriculum structures graph (use green triangle: ▲):

I. In the latest course reformation of X University, there are Capstone Projects (total 6 credits for 2 courses) arranged for students. Students can serve the local company for enlarging business in Thailand or Chinese. That is a nice beginning for co-operative with a local corporation.

II. Traditionally, at the last semester before graduation, there is also a Cooperative Education (total 6 credits) course for students, which is an Internship course at one company.

The two highlights course accumulates up to 12 credits. Compared to the total 126 credits, it only takes up 9.5% of total credits.

3.4 Lacking career guidance course or supporting institution for Chinese students

Until now, there is no career guidance institution for Chinese students at X university. Every

⁵ Li Manhua (2019). *Discussion on Problems in the Course of Economic Mathematics Teaching in the Chinese International School of X University*. The 1st CHINA-ASEAN International Conference 2019(1), 455-466.

year, we have issued some Questionnaires⁶ to our students for what they need, how could we help them?

This year we have issued a questionnaire covering career planning and career helping system in university, we have received 163 questionnaires, some of the questions are:

- ‘Do you have done career planning for yourself?’

Only 19.63% of students have clear career planning; 60.74% of students want to do career planning, but they don’t know how to do it and they hope university can help them.

- ‘Have you received career guidance at university?’

70.55% of students answered university has no career guidance yet, but they want that kind of institution at university.

- ‘When do you think you should start your career guidance?’

Most of the students hope to start career guidance as a freshman (35.58%), sophomore or Junior students (36.81%) at university; only 16.56% of students think that they should start their career guidance at the senior year or the last year before graduation.

- ‘Do you have received academic guidance at university?’

Most of the students (81.71%) don’t take any academic guidance at university, but they think they need this kind of help.

From this questionnaire, we know that X university students need Career and Technical Education Course strongly, they want to get substantial help in career guidance. We also need to make further comprehensive investigations on students for more specific demands covering career planning, career guidance, or some academic guidance.

From 3.1 to 3.4, let us get a summary here:

1. Until now, X university is not the top ten universities in Thailand, so if let students choose freely, they are unwilling to choose a university with less fame, but if X university has a few superb majors compare to other universities of Thailand, such as Finance, Marketing, Business Management, etc. It could also attract top students or even more students studying there.
2. As fact that X university cannot attract top students studying there, the university should provide applied courses or vocational courses to the students. Just sitting in the classroom, not fully integrating with Thai cooperation, they will study so much unpractical knowledge, that’s useless for students career development.
3. We acknowledge that Chinese students have no idea about their career planning, we should give them substantial help at career planning institutions.

4. Solution or Suggestion

4.1 Building strong majors and Cooperating with Thai company

Tourism and Hospitality Management, International Business, have been set up for over ten years in the Chinese international college of X university. It has accumulated abundant experience in teaching and learning. These two majors will surely become signature majors at Chinese programs.

Theoretical knowledge is important, which is the basis for our training of senior talents and the basis for students to proficiently apply skills. But for the cultivation of applied talents, the cultivation of student abilities is more critical. This kind of ability cannot be cultivated only by

⁶ Part of Data from Questionnaires are at Appendix.

traditional classroom teaching. Although students have a lot of basic knowledge, it is difficult to form application ability due to the lack of practical opportunities. It is far from adequate to impart theoretical knowledge to students in the classroom. It is also necessary to train students to apply the theoretical knowledge they have learned.

We could build two strong business majors like this:

First, X University has a Major in *Tourism and Hospitality Management*. As known to all, Thailand is famous for tourism and its supporting services industry. Thailand is a suitable place for studying this Major. If students can go directly to travel agencies or hotels for internships every year, they can learn about tourism and hospitality management at the field for the internship, or they can even acquire a tour guide license in Thailand. After graduation, they can get both an undergraduate degree and also qualification certificate in Tourism and Hospitality Management. They will have accumulated tangible experience for their future job. This is the precious wealth that can be gained from studying in Thailand.

Second, X University has a Major in *International Business*. Thailand and China are friendly neighborhood countries, and the two countries have frequent economic and trade exchanges. Also, there are many Chinese or Chinese descendants in Thailand. They have inherited and retained lots of Chinese cultural traditions. A large number of Chinese goods have entered the Thai market by land or sea transportation. Graduates in this area will have a bright future. Nearly all schools, including colleges or universities in Thailand, have stipulated the Chinese language for Elective or Compulsory Course. Thai bosses hope to have the potential talents who can understand both Chinese and Thai culture to join their companies. Under this circumstance, why not directly cooperate with such Thai companies to train graduates together? This is a golden cooperative opportunity for both university and Thai companies.

Third, Students at X University need to go to corporations every semester or every year, not just a few courses at a total of 12 credits. In a true environment, students' learning and future jobs can be seamlessly connected. Students can fully learn skills during the internship, get direct help from the potential employer, and reach an employment intention or agreement with the employer. (see as in Figure 4: *Career-related Learning in Mediated Real-life Experience and Real Work Experience*)



Figure 4 From Classroom into Real Work Experience⁷

⁷ Data source from Student Guidance on Careers and Further Studies – Exploring the Future (Booklet 9) Education Bureau of the Hong Kong Special Administrative Region, Website: https://cd1.edb.hkedcity.net/cd/cns/sscg_web/html/english/main09.html

4.2 Setting up Career Planning Institution

Many students are score-oriented in the Chinese mainland, and they don't know how to choose their future career, so we need a career guidance tutor to help them. Schools or Education institution have the responsibility to help students find the orientation in the early development stage of their life, so they don't waste four years to find themselves. We should let students know, "What I love, what I can, what the world needs" as a freshman in university.

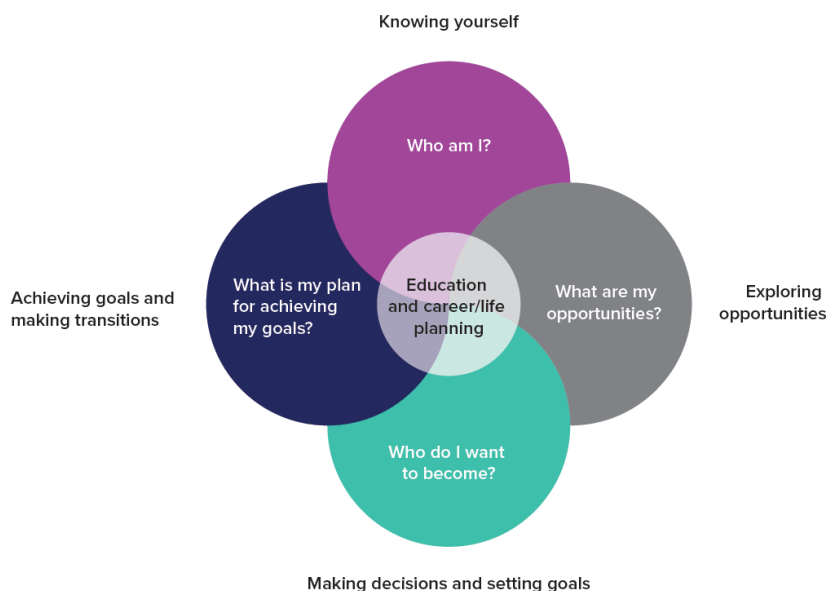


Figure 5 Education and Career / Life Planning⁸

4.3 Summiting Gaokao Scores during admission

Now more and more universities of the world accept Gaokao scores as the necessary material for admission. 'The Gaokao is regarded as suitable preparation for Cambridge. As a guideline, successful applicants will usually have scores in the top 0.1% of those taking the Gaokao in their province'⁹. In addition to Cambridge University, six other prestigious universities in the United Kingdom recognize Chinese college entrance examination results, namely: the University of Birmingham, University of Leicester, University of Kent, University of Dundee, Queen's University of Belfast, and Cardiff University.

It has been announced that the University of San Francisco (USF) accepts applications for admission by Gaokao Examination Program for the spring 2021 semester. USF President Paul J. Fitzgerald, S.J. explains: Many studies have shown that the SAT is not a very good predictor of how well students will do at university. We are aware of the many criticisms that have been made of the Gaokao, but it has the advantage of being what educational experts call a 'criterion-referenced exam: It tests whether students can master a given body of knowledge, as well as their ability to work hard and consistently.'¹⁰

Australia's top universities such as the University of Sydney, University of Queensland, University of New South Wales, and Australian National University accept college entrance

⁸ Peterson, Katie, and Daniel Hamlin (2017). *Career and life planning in schools: Multiple paths; multiple policies; multiple challenges*. Toronto, Ontario, People for Education, March 1, 2017.

⁹ Data source from Cambridge Official Website: <https://www.undergraduate.study.cam.ac.uk/china>

¹⁰ Data source from USF Official Website: <https://www.usfca.edu/admission/international/gaokao>

examination results. The University of Auckland¹¹ now accepts Gaokao scores when assessing applications for admission. This makes New Zealand the first country in the world where all universities recognize Gaokao scores. Nowadays more and more countries are accepting Gaokao scores for admission, such as the United States of America, Canada Singapore, France, German, Spain, etc.

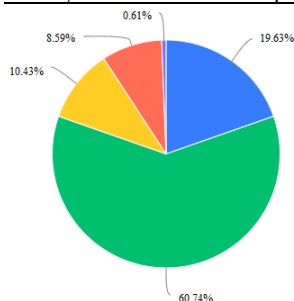
Gaokao scores are not the determining factor for students' admission, but it's a very important reference for students' ability and learning habit, we could use these measures to control the students' quality. If we have enrolled some students with poor Gaokao scores, which are below 50% of all examinees in Gaokao, we need to customize a special foundation course for them and help them to make up for the missing middle school curriculum in the first semester or first year.

5. Conclusion

X University is an intermediate-level university in Thailand. Many problems in International Chinese Project found at this university are not the only case in Thailand. We could surely get the experiences from X University. How to attract top students to study in Thailand? If some of the ordinary students come to study in Thailand, what kind of course structures should we provide to them? How to combine traditional teaching with practical work is the most important topic for all of the universities in Thailand. In this article, we just point out some of the suggestions for playing a role in inducing jade; we need more bits of advice from all of the lecturers or researchers.

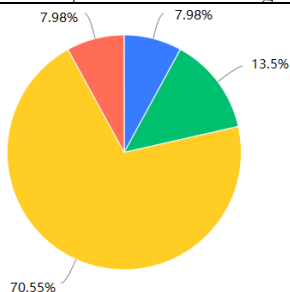
6. Appendix: Parts of the Questionnaires

1. Do you have done career planning for yourself?



A: Having clear career planning for myself.	19.63%
B: Wanting to make my career planning, but I don't know how to do it, and I hope university can give me help.	60.74%
C: My family has planned for my career; I just listen to them.	10.43%
D: I don't know I need career planning.	8.59%
E: Others.	0.61%

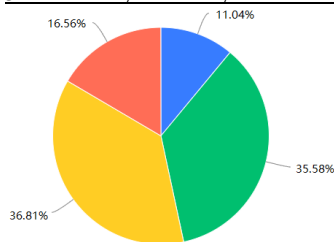
2. Have you received career guidance at university?



A: Yes, I have received career guidance at university.	7.98%
B: University has a guidance institution, but I don't get advice from there.	13.5%
C: University has no guidance institution, but I hope university can provide us such guidance service	70.55%
D: Not received such guidance yet, I think it's no need for such guidance.	7.93%

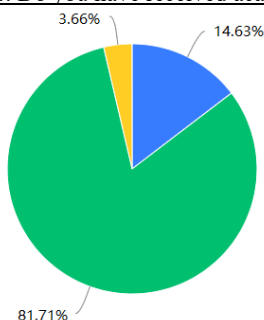
¹¹ Data source from Auckland Official Website: <https://www.auckland.ac.nz/en/news/2019/11/26/gaokao-now-accepted.html>

3. When do you think you should start your career guidance?



- A: From middle school or secondary school **11.04%**
 B: From the first year of university or as a freshman **35.58%**
 C: From the second year or third year at university **36.81%**
 D: At last year at university **16.56%**

4. Do you have received academic guidance at university?



- A: Yes, I have. **14.63%**
 B: not yet, but I hope university can have this kind of institution and give me some guidance **81.71%**
 C: Not yet, and I think it's useless. **3.66%**

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Using Digital Game-Based Language Learning for Foreign Language Learning: a Scoping Review on Previous Studies Published in between 2015 and 2020

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Abstract

The objective of this study is to review those empirical articles which have been published during the period from 2015 to 2020 concerning digital game-based language learning in the process of foreign language learning. Via the search engine JSTOR literature search which has the superior advantage in screening and filtering journals, 19 articles were detected in the end. To dig deeper into the types of the games, the gaming platform, and the findings of those studies reviewed, a quantitative content analysis technique was employed. Through the scoping literature review, it can be identified primarily that the types of games applied by these studies could be classified into two main types: digital games and educational games, both of which were developed with the exclusive purpose of foreign language learning. Besides, this research also discloses the fact that the digital game-based language learning focusing on second language acquisitions (DGBLL-SLA) implementation could be roughly divided into two forms: Computer-Assisted Language Learning (CALL) and Mobile-Assisted Language Learning (MALL). Premised on this scoping review executed, it is deducted that most of the current surveys put much emphasis on the game development rather than on the usage of those ready-made commercial-off-the-shelf games; besides, the majority of those reviewed studies concentrate on exploring the effect of digital games on the comprehensive outcome arising among learners.

Keywords: game-based teaching, digital games, foreign language learning, language learning, literature review

1. Introduction

1.1 Computer-Assisted Language Learning (CALL)

Undoubtedly, it is our consensus that “English is the most widely used language around the globe”. English, acting as an international language, has been employed throughout various fields such as science, business, computer, Internet, and mass entertainment as well as other major research domains (Galvis, 2012) [1]. Emerging as time requires, computer-assisted language learning (CALL) has been broadly adopted since last few decades as ideal teaching as well as a learning tool by those major either in English as a second language (ESL) or in English as a foreign language (EFL); moreover, CALL has even gained great favor among students majoring in English as an International Language (EIL) (Ince, 2017) [2]. Although the exact date of the emergence of CALL is almost impossible to track, different terms have appeared since the applications of technology in pedagogy, such as Computer-Aided Instruction (CAI) which means learning at the computer where language education is not a necessity, as well as Computer-Assisted Learning (CAL) which is similar to CAI but is primarily focused on learners while the former is a teacher-oriented approach. Unlike CAL and CAI, CALL puts the majority of its emphasis on learning instead of instruction (Tafazoli et al., 2019) [3]. As we step into the 21st century, also known as the “Information Age”, varied teaching methods founded on advanced technology have been influencing to a large extent a considerable number of

language teachers (especially these EFL, ESL, and EIL teachers), and is becoming increasingly popular among the students related (Aydin, 2013) [4]. In a nutshell, students' language acquisition would get fostered via computer-assisted language learning / teaching in the mode of either group learning or individual learning, and meanwhile, students' learning efficiency could be enhanced owing to their flexible use of computers in teaching or learning activities. On the flip side, computers contribute a lot in both stimulating students' learning motivation and stirring up their interest in learning when students are engaged in a more pleasant and comfortable teaching atmosphere, thereby effectively boosting the academic exchanges between teachers and students. In light of this point, not only are teachers likely to gain more confidence in the teaching process, but higher learning motivation could be induced among students via using the CALL teaching approach in classroom teaching in comparison with the traditional classroom teaching model (Mukhallafi, 2014) [5]. Because of the technological advancement, it can be claimed without too much suspicion that CALL has reached a stable stage in language education in the current society. Nevertheless, everything has its dual character, and CALL is also no exception. To avoid the phenomenon of "technocentrism" where users might transfer their initiative from enhancing the language learning to optimizing this technological approach, both teachers and students are suggested to clarify as well as to stick to their intended goals; moreover, they are supposed to take into account all the other factors and complexities (cultural, structural, or infrastructural) existing in the integration of CALL and course syllabus (Tafazoli et al., 2019) [3].

1.2 Mobile-Assisted Language Learning (MALL)

In the contemporary world, a rich mixture of technological equipment with unique functions are flooding the social life of human beings. Due to the popularization of wireless communication technology together with the rapid growth in using mobile devices, "high-performance mobile phones" have penetrated not only the academic circle but other industries and fields as well (Miangah & Nezarat, 2012) [6]. In reality, the "e-learning model on mobile devices" is sweeping across the globe, particularly popular among the younger generation (Kongkerd, 2013) [7]. Consequently, classroom activities are possible to be carried out via mobile phones in any circumstance, and students are allowed to complete various course tasks designated by their teachers, such as their homework, presentations, and reports, on their mobile phones anytime and anywhere, thoroughly reflecting the "spontaneous, informal, and individualized potential learning characteristics of MALL" (Li & Hegelheimer, 2013) [8]. In line with the divergences existing in teaching methods, mobile learning can typically be divided into the following two learning modes: "SMS (short message services) learning" and "game-based learning" (Rosell-Aguilar, 2013) [9], both of which have been proved in previous studies beneficial and functional in generating satisfactory learning effects. In the adoption of MALL, learners are capable of arranging rationally their learning process based on their cognitive status, thus achieving impressive learning results (Saran, et al., 2012) [10]. More specifically, in Cooke's experiment of examining the benefits of using smartphones in EFL classroom, it is delighting but also not too surprising that students who had been encouraged to apply smartphones for academic purposes showed more proactivity in learning and a higher tendency towards self-learning during their spare time than those who were prohibited from using smartphones in class. As a whole, MALL is highly worth applying owing to the rich and flexible learning environment it has granted for language learners. Via mobile phones, the manifest transferring trend is not difficult to get observed from the teacher-oriented learning model to the student-oriented one, gearing up a more efficient and enjoyable language learning process. Undoubtedly with the advent of smartphones and interactive technologies, MALL has been gaining remarkable momentum, leading to a CALL versus MALL dichotomy. While the two biggest advantages of mobile devices, namely smaller size and better portability, bring MALL

increasing popularity among foreign language learners these days, their small and limited screen as well as finite data storage, however, cast MALL into an inferior position when compared with CALL. In this case, we may get stuck in the entanglement: “CALL or MALL, which one is more beneficial for students’ learning?”

2. Research Methodology

2.1 Questions Addressed

Question 1: What educational achievements does digital game teaching bring?

Question 2: Which teaching platform is more widely applied, CALL or MALL?

Question 3: Which foreign language is most commonly adopted in digital game teaching?

2.2 Data Collecting and Relevant Research Identifying

The research stages of this article are revised and clarified based on the methodological framework of Arksey and O’Malley for conducting a scoping study (2005) [11].

The corpus to be searched for targeted articles included such search terms as “digital games”, “educational games”, “digital game-based language learning”, “foreign language learning”, “computer-assisted”, and “mobile-assisted”. To be more accurate and updated, only those articles published during the period from 2015 to 2020 were picked. The searching procedure was conducted with JASTOR, a program software developed to collect and manage academic journals. One of its key features lies in the literature search which automatically precludes all the unreleased journal articles and filters out those related in full text in the electronic edition published in several hundred renowned journals. All the relevant articles were retrieved and filtered out in JASTOR online database step by step as displayed in Table 2.

Table 1. Flow Chart for Retrieving Targeted Articles

No.	Retrieved Items
1	Digital games
2	educational games
3	Digital game-based language learning
4	1 or 2 or 3
5	Computer-Assisted
6	Mobile-Assisted
7	5 or 6
8	Foreign language learning
9	4 and 7 and 8

2.3 Selection process

Titles, abstracts, and full articles were subsequently screened by the reviewer according to the inclusion and exclusion criteria. Publications that met the inclusion criteria and those which the reviewer was uncertain of were reviewed for a second time. The whole process is illustrated in Fig.1.

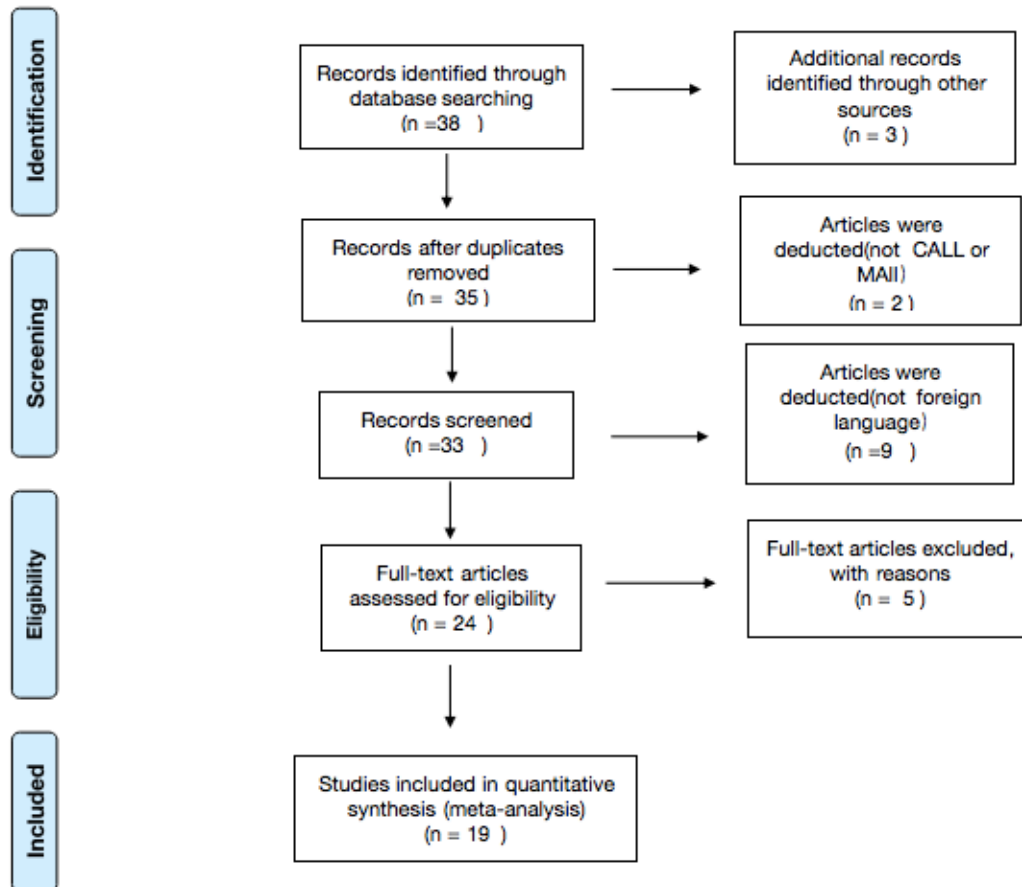


Figure 1. Inclusion flowchart

2.3 Bibliographic overview

As shown in Figure 1, the selected 19 articles are all in journal publications, and the use of Mobile Assisted is very similar to Computer-Assisted, 10 and 9 respectively. Besides, most studies emphasized the combined outcome results (57.9%), followed by language literacy skills (36.8%).

Table 2 Bolographic overview of the included studies

Id, ref.	Implementation Platform for language learning	Target outcome
1 [11]	CALL for English learning	language literacy skills
2 [12]	MALL for English learning	combined outcome
3 [13]	MALL for English learning	language literacy skills
4 [14]	MALL for English learning	combined outcome
5 [15]	CALL for English learning	combined outcome
6 [16]	MALL for English learning	language literacy skills
7 [17]	CALL for English learning	combined outcome
8 [18]	CALL for English learning	learning attitude
9 [19]	CALL for English learning	combined outcome
10 [20]	MALL for English learning	combined outcome
11 [21]	MALL for English learning	language literacy skills

12 [22]	CALL for English learning	language literacy skills
13 [23]	CALL for English learning	combined outcome
14 [24]	MALL for Chinese learning	combined outcome
15 [25]	CALL for English learning	language literacy skills
16 [26]	MALL for English learning	combined outcome
17 [27]	MALL for English learning	language literacy skills
18 [28]	CALL for English learning	combined outcome
19 [29]	MALL for English learning	combined outcome

2. Data Analysis

Via the retrieving process schemed above, a total of 35 articles that were released during the period from the very beginning of 2015 to November of 2020 have been filtered out in JSTOR. Among those articles, 2 of them were conducted without the involvement of computers or mobile devices, 9 uncorrelated with foreign language learning, and 5 without the assistance of computers or platforms. Thereby, 19 articles were eventually selected as the research object for this article after deleting the 16 articles above. The background information, as well as relevant results generated in the 19 articles, are presented in detail in the Appendix A section. As shown in Table 3, it could be noticed that researchers from Taiwan have contributed the most articles within the past 5 years, with thirteen (N=13) articles of DGBLL-SLA, followed by China with three (N=3) retrieved articles while Japan, Turkey, and Singapore have contributed one (N=1) article respectively. There is no surprise to mark that Taiwan ranks the first among all the regions as the government of Taiwan has been dedicated to making English the second official language throughout its area. An authoritative proposal was even issued in 2015 for the goal of upgrading into a nation with higher English language skills within 10 years for their own sake of global economy survival (Osma & Rabu, 2020) [30].

Table 3 Retrieved Articles Released in between 2015 and 2020

Location	Number of Studies	Percentage (%)
Taiwan	13	68.4
China	3	13.3
Japan	1	5.3
Turkey	1	5.3
Singapore	1	5.3
TOTAL	19	100

Concerning the identity of these users, namely the participants chosen for the 19 retrieved studies, most of them are university students (N=12), covering 63.2% of all the 19 articles, followed by three studies which were conducted among elementary school students, occupying 15.8%. However, as detailed in Table 4, articles related to working staff or language trainers are comparatively rare, which might be logically explained by the relatively complete hardware facilities incorporated in the university's digital game platforms.

Table 4. Identity and Frequency of Users in Appliance of Digital Game Platforms in the Retrieved Articles

User	Number of Studies	Percentage (%)
University Students	12	63.2
Elementary School Students	3	15.8
University Students and Staff	1	5.3
English Teachers	1	5.3
Primary School	1	5.3
High School	1	5.3
TOTAL	19	100

To better summarize the application of digital games in foreign language teaching, the targeted learning outcomes have been divided into three main categories: 1) language literacy skills, including listening, reading, speaking, writing, language retention and vocabulary acquisition; 2) achievement, including participation, enjoyment, motivation and perception; 3) learning attitude. As illustrated in Table 5, articles probing into the combined outcome of foreign language learning brought by digital game platforms predominate by a total number of 11, covering 53.3% of all, while only one article specifically discussed on how to boost the language attitude of learners, accounting for 6.7%.

Table 6 Frequency and Percentage of Result Orientation Employed in the Reviewed Studies

	Number of Studies	Percentage (%)
Combined Outcome	11	57.9
Language Literacy Skills	7	36.8
Learning Attitude	1	5.3
TOTAL	19	100

From Table 7, it is not obscure that the number of studies released between 2015 and 2020 revolving around CALL (N=9, 47.4%) almost equals that of studies revolving around MALL (N=10, 52.6%). This outcome is somewhat different from that obtained by Osman and Rabu (2020) [30] in their review of research trends of DGBLL-SLA on second language acquisition during the period from 2008 to 2018, in which they found that most of the digital games developed for SLA are made to be executed on computers while a few research focus on the implementation of MALL regardless of its increasing popularity in foreign language teaching (Osman & Rabu, 2020) [30]. The difference may well be interpreted by the more frequent renewals and upgrades of mobile devices right from this year, particularly during the COVID-19 pandemic when roughly all the teaching and learning activities have proceeded online.

Table 7. Frequency and Percentage of Gaming Platforms Employed in the Reviewed Studies

	Number of Studies	Percentage (%)
Computer-Assisted	9	47.4
Mobile-Assisted	10	52.6
TOTAL	19	100

It can be observed from Table 8 that English is the most commonly used among all the foreign languages in digital game teaching, as we have mentioned previously that English serves as the

most widely-adopted language, as pointed out by some scholars like Hung[31], games have been widely adopted in a considerable amount of researches as a facilitator in English teaching and learning, while other foreign languages have not been sufficiently applied in either computer-assisted teaching or mobile device-assisted teaching.

Table 8. Frequency and Percentage of Foreign Languages Employed in Digital Game teaching in the Reviewed Studies.

	Number of Studies	Percentage (%)
English	18	94.7
Chinese	1	5.3
TOTAL	19	100

3. Conclusion and Recommendation

This scoping review was conducted principally to depict the research trend in DGBLL for foreign language learning. Based on the analysis above, the findings can be summarized as follows: 1) most of the studies retrieved were enforced by Taiwanese researchers, indicating the vigorous attempt of Taiwan to lift the integral level of using the foreign language, namely English; 2) most of the researchers tend to develop for their study a new digital game software, instead of using those ready-made commercial games; 3) though more frequent usage of mobile devices is adopted in the gaming platforms, computers have never been cast into the shade, functioning as important as it used to be. These findings summarized above, however, need to be further examined and optimized in the light of several limitations. Considering that only JSTOR, an online literature search engine, was employed when retrieving relevant articles, and the released period was narrowed down between 2015 and 2020, there might well be a possibility that a considerable amount of correlated notable studies was left out. As compensation, not merely a wider range of studies but also more in-depth analysis was undoubtedly required in the future review to supplement this particular research area.

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The Students' Opinions on the teaching quality of volunteer teacher in Shunchang high school, Fujian province, China

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Abstract

Parents and students around the world have incredible faith in the power of education. The rural area of the world have shown the need of education. The problems of rural education in China lie in the insufficient investment in education and the uneven distribution of resources. Giving this situation, Chinese government has set an “volunteer teaching policy”. To encourage graduate student from University to participate in volunteer teaching at rural area. Unlike the other countries, Chinese government don't have major limitation who ever have a teaching licence could register for it. The other volunteer teaching is organized by NGO. Its easier to attend compare the government program. People who have bachelor degree could be a volunteer teacher even without teaching licence. This paper is taking depth of whether these volunteer teacher could change the rural area education better. To find out whether the volunteer program is sustainable and suitable for Chinese rural education. Furthermore, if the volunteer teaching could actually approve the education level for rural area of China.

Keywords: China, education, volunteer teacher, teaching quality

1. Introduction

The rapid growth of education in rural areas around the world shows this need [1]. Education builds human capital, which can be transformed into economic growth. If improvements are made faster for the disadvantaged, the extra growth will reduce inequality and poverty, and promote social mobility. Through its impact on citizens — meaning greater political participation, trust and tolerance — education can create the foundation for more inclusive institutions [2]. Learning deficits are largest for poor people. In nearly all countries, students' family backgrounds — including parental education, socioeconomic status, and conditions at home (such as access to books) — remain the largest predictors of learning outcomes [3].

Teaching is a coveted profession in many countries. Because teachers are highly respected, reasonably paid, and have the opportunity to learn new professional skills through various kinds of training. However, the quality of teachers varies with different training. The main reason is that teacher training needs to be practical rather than theoretical. Practicality is for more professional education, not the conclusion of a seminar. In the global context of teaching, specific guidance is crucial for less able teachers [6].

The problems of rural education in China lie in the insufficient investment in education and the uneven distribution of resources. In order to strengthen the construction of rural education in China, giving good teachers resources is one of the important measures. One of the measures taken by the Chinese government in poor areas is the “volunteer teaching policy”. Although the policy of supporting education has improved rural area education. However, in the process of volunteer teaching, there are still many problems. When volunteer teachers participate in teaching, the preferential policies they get are not perfect. The government's financial expenditure on volunteer teachers has been compressed, which makes the government benefit the most. This action has affected the enthusiasm of the volunteer teachers. The second problem

is in the selection of volunteer teachers. Many volunteer teachers' majors do not match their teaching majors, so that the selection of volunteer teachers is not based on their education background, which means volunteers do not need to graduate in strict accordance with the requirements of the education major. In assigning courses to volunteer teachers, local governments only consider the number of volunteer teachers. And neglected the importance of the professional support education staff. This will affect the teaching quality of volunteer teachers. In terms of selection policy, the Chinese government aims to relieve the employment pressure of fresh graduates. Volunteer teachers are fresh graduates without the requirement of teaching license, however, providing teacher qualification certificate has more advantages for the position of volunteer teaching. Although fresh college graduates have a reserve of professional knowledge, many scholars believe that the key to improve teaching quality in poor areas lies in teachers' teaching experience [17].

It is generally accepted that a good teacher can have a significant and positive impact on a student's future [5]. Therefore, it is important to study the teaching quality of teachers, especially in poor areas. If teachers improve the quality of teaching, those who are born in poor areas will benefit. The researcher intends to learn about the real situation of teaching quality in Shunchang county. Also will volunteer teachers are willing stay more than one year to help rural area like Shunchang county to promote the teaching quality. However, there just few research regarding the relational between teaching quality and volunteer teaching in Shunchang, China. It is assumed that the data collected from this study will enrich the research finding and benefit to the rural area teacher and volunteer teacher in China.

1.1 Research contributions

This study will help the volunteer teachers and students to understand their perception towards and teaching quality at Shunchang high school.

The findings will provide the information of investigation on the relationship between working environment, teaching ability, stakeholders and service effectiveness will help the volunteer teachers to have a clearer understanding of students' needs and project management during the volunteer teaching process.

Findings from this study can be used as a reference for the selection and training of volunteer teachers in China's volunteer education policy.

2. Education system of China

China is a country where located in Eastern Asia. It has highest population in the world by far, with about 1.4 billion people. China is one of the earliest countries in the world to have a complete education system. When China has a history of trust, it has set up schools to educate its people. But it was not until the end of the Qing Dynasty that schools with modern educational methods began to appear in China. Since the founding of the People's Republic of China, the cause of education has been further developed.

After The establishment of People Republic of China, the former comprehensive universities were divided according to the education mode of the Soviet Union. In the early years of the founding of the People's Republic of China, China needed a large number of industrial and technical talents, and science and engineering colleges were established. In the early 1950s, China launched a large-scale campaign against illiteracy, which reached a climax until the end of the 1950s. Meanwhile, the college entrance examination system was established in 1955.

China's education system carries out nine-year compulsory education. In the junior high school rise stage needs to carry on the examination, is called the high school examination. In the high

school to enter the university stage examination called the college entrance examination. As of 2005, according to the Ministry of Education of China. China has 326,200 primary schools, 62,486 middle schools and 31,532 high schools. In 2019, there were 161,800 primary schools and 52,000 secondary schools, with a total of 24,400 high schools [7].

In China, the number of primary and secondary schools has fallen by almost half in the past 15 years. The decline in schools is not just due to a decline in China's overall freshman population. Nearly half of the schools cancelled were in rural areas. The reason is that rural primary schools cannot meet the demands of students' parents for quality education, so many rural families who can afford it send their children to study in towns or counties and buy or rent houses to accompany them. This is also why the level of education urbanization in China far exceeds that of household registration urbanization.

It is difficult for a village to catch up with an urban primary school, both in terms of the experience level of teachers and the infrastructure of the school. A teacher teaching one course is quite normal for urban students, but not practical for rural schools. Rural teachers get less paid then fewer are willing to be admitted to rural areas as teachers. At present, China's basic education has formed the situation of "small-scale schools in rural areas and large-scale schools in cities and towns". Overcrowded are urban schools, and some primary schools in central provinces even have classes with hundreds of students, while most rural schools have turned into "small" classes [15].

2.1 The education zone of Shunchang county

According to statistics, in 2017, There were 14 primary schools, 2 middle schools and 3 high schools in Shunchang County. Among them, there are 11,372 primary school students, 5,564 secondary school students and 6,305 high school students. In 2019, There were 15 primary schools, two middle schools and three high schools in Shunchang county. There are 11,164 primary school students, 5,615 secondary school students and 5,584 high school students. As can be seen from the number of students enrolled, the enrollment of primary schools and high schools in Shunchang County has been declining except for secondary schools in the past two years. In addition to the decline in student Numbers, another major reason is that the number of teachers in Shunchang county has also started to decline. According to statistics, every year in Shunchang county primary school, secondary school and high school teacher recruitment number of 5 people each. Now Shunchang county primary and secondary schools have hired fewer than three teachers. As a result, the number of students has to be reduced when the school enrolls students. Also in the average number of retired primary and secondary school teachers per year as high as 2-4. This will lead to the decrease of teacher resources in Shunchang County and the work pressure of the school teachers is higher [10].

The obvious problem with the education system in Shunchang county is the shortage of teachers. Accelerating the recruitment of high-quality young teachers is the number one solution to the annual decline in enrollment. However, more research is needed on how to attract more young teachers.

3. Concept of volunteer teacher

Volunteer teaching emerged in the late 1990s. It means to support education in remote and backward areas. Volunteer teaching is a supplement to strengthen teachers in poor areas. Promoting the development of education in poor areas is also an important measure to promote educational equity. Volunteer teachers' responsibilities include attending classes, preparing lesson plans, assigning tasks to students, administering tests, grading students' work,

and participating in continuing education [13].

In foreign countries, there is no policy exactly the same as China. In the United States, there is a famous non-profit organization called “Teach for America”. This policy is similar to China in terms of recruitment standards, training procedures and contents, management system and mechanism. The main differences include the following three aspects: 1) The sponsor is different. The teacher for America program is initiated by a public interest organization, rather than a government-led national program. 2) The sponsor and aiding way is different. The sponsor of this plan is the government, enterprises and foundations. Adopt the way of donation support. 3) The significance of the project is different. The purpose of the project is to enable these excellent teachers to have a deep understanding of the local educational problems and the educational contradictions in their country after living and teaching in remote areas, arouse them to sense of responsibility. After the end of volunteer teaching, these teachers will move into different professions. Most of them will get the manage position. And these people have a strong desire to change this inequality in American education. They can provide more resources and funds and appeal to more upper-class people to make contributions to education equity [14]. In China, the campaign is mainly organized by the government. There are three mainly way to participate: master students to rural volunteer teaching, college students to rural area by volunteer teaching, primary and secondary school volunteer teaching plan. These programs can attract most college students, mainly because they can score extra points in the civil service exam in the future. Therefore, for most volunteer teachers, volunteer teaching is a kind of government behavior. It is also a political task for the schools to complete. As a result, volunteer teachers are in a passive state for volunteer teachers. At the same time, there has been a misunderstanding between the volunteer teachers and the school. They think that supporting education means sending college students for internship, and that supporting education is another form of government investment. This causes no identity by people to the volunteer teaching [16].

From the research of volunteer education groups, Xu [14] learned the current situation of volunteer teacher through investigation. Those who wants to be volunteer teachers through non-governmental agencies are doing well. The performance of volunteers organized by the government is generally poor. Most of the volunteers through non-governmental organizations choose to be volunteer teachers because they want to invest in improving education in poor areas of China. The vast majority of volunteer teachers through government organizations are chosen for their future career interests. Therefore, the difference of starting point also leads to the difference of teaching quality.

3.1 Evaluation of volunteer teachers

Volunteer teachers should be evaluated from the perspective of students and curriculum. First, in the teaching process, whether students can have a certain spirit of innovation and practical ability. Is the teacher cultivating students’ scientific spirit and innovative thinking habits? Paying attention to the combination of students’ learning subjectivity and thinking mode is the important factor to evaluate volunteer teachers. Traditional academic methods use divergent thinking and personality scale to measure creativity, but observation should be adopted in classroom teaching. The first is to see whether the volunteer teachers have implemented the basic principles of creative thinking teaching in their teaching; the second is to see whether the students’ answers to questions and their own questions are original and whether the meaning expressed is rich and fluent; Whether to think from multiple angles; Whether the answers are original and original. Whether the analysis is profound [17]

Teachers' teaching philosophy and design, their understanding of students' development level, their understanding of teaching content and methods, and the provision of space and time for active participation of students are all key factors to consider teachers.

To fully mobilize the participation of students, constantly enrich themselves, solid knowledge, flexible use of teaching methods, cultivate students' creativity and independent thinking ability. We must think deeply about the teaching content and put forward our own unique views. Only creative teachers can create creative students [16].

The evaluation of classroom teaching also needs to consider the actual creativity of teachers in teaching, and the depth and breadth of teachers' thinking should also be considered in the teaching of higher grades. The purpose of evaluating the creativity of instructional design is to encourage teachers to think independently. There is often such a phenomenon in the actual teaching, trying to reform and develop the curriculum, but did not achieve the corresponding teaching effect, but dare to innovate, is also an important factor to evaluate the class standards. Whatever the final result, his spirit of innovation should be affirmed. The evaluation of classroom teaching is not only based on the teaching results, but also on the teacher's design ideas.

3.2 Measurement of teaching quality

Teaching quality is to point to the degree that teaching activity achieves the goal, also can be seen as teaching behavior evaluation. In the past, there were three different understandings of teaching quality: 1. Teaching quality is the quality of teaching results, that is, the quality of students. 2. Teaching quality. The quality of practice in teaching. 3. The quality of teaching depends on the quality of people and things provided by teaching. In fact, the overall quality of teaching should include these three aspects — input, process and output. Therefore, some researchers define it as the unity of teaching activity itself and the two characteristics of meeting students' explicit or implicit needs. The nature of teaching activities refers to the quality of human and material resources provided by teaching (teaching equipment, facilities, environment and teachers' quality, etc.)

Mobilizing students' thinking is the fundamental task of classroom teaching, and the effectiveness of thinking is the essential embodiment of students' classroom teaching. Through classroom teaching, students' thinking can be effectively improved so as to generate resonance in thinking. This is where the quality of teaching lies. Therefore, volunteer teachers should study more textbooks, update their knowledge reserve at any time, specify hierarchical learning objectives, carefully design questions and timely put forward questions in order to activate students' thinking. Ask questions based on "what", "why" and "what". Less mention of "what", more mention of "why", to refine mention of "what", arouse students' positive thinking, through students learning practice activities, lead students to think process and learning methods to form a flexible change [15].

The absorption of knowledge and skills is an important standard to measure the quality of classroom teaching, but it cannot ignore the cultivation and internalization of students' emotions. Under the guidance of the volunteer teachers, the students are able to change from knowing the content, to loving the content, from being insensitive to being infatuated with the knowledge, and even being moved by resonance. All these are the manifestations of the students' love for learning and their efforts to explore the true knowledge, as well as their internalization of emotions. In the process of teaching, teachers should actively use the creation of situations to promote the outburst and internalization of students' emotions. The teaching without emotion to promote cognition is the teaching that cannot arouse the resonance of teachers and students,

and it is the unsuccessful teaching.

Classroom teaching should reflect the vividness of students' language. Language is the shell of thinking, and the transmission of intelligent information in classroom teaching is mainly carried out through language. Cultivating the vividness of students' language expression is an important part of teaching quality evaluation. In class, some teachers only pay attention to the right and wrong of students' answers but pay little attention to the fluency of students' answers and the vividness of their expressions. Such teaching is incomplete teaching. In teaching, volunteer teachers should not only evaluate the correctness of students' answers to questions, but also evaluate the logicity, standardization and fluency of students' language expression and encourage students' personalized language.

The ultimate goal of teaching lies in the formation of students' learning ability, and the degree of students' ability formation is the final indicator of teaching testing. Be a teacher in teaching, the teacher must be able to stick to knowledge points, grasp key, break through the difficulty, seize suspects, prominent characteristics, display window, the knowledge and skills training organically into the ability of students can continue to learn, we cannot exclude students examination ability, such as student psychological quality examination, memory ability, problem solving ability, grasp ideas concisely and expression ability, the habit of writing standards to neatness, etc., but it is more important to the cultivation of examination skills and the cultivation of students' lifelong development ability organically, the cultivation of students' lifelong development ability is the basic goal of education.

Table 1 Measurement of perception level

Satisfaction level	Score
Most satisfied	5
Somewhat satisfied	4
Neutral	3
Somewhat dissatisfied	2
Most dissatisfied	1

The level of satisfaction was considered from score of the answers and was classified into 5 level to the Best's criteria (1997) as follows:

$$\begin{aligned} & \frac{\text{Higher level} - \text{Lower level}}{\text{Number of level}} \\ & = \frac{5 - 1}{5} = \frac{4}{5} \\ & = 0.80 \end{aligned}$$

Table 2 Interpretation of the range of mean score

Range of Score	Level of teaching quality
4.21 – 5.00	Highest
3.41 – 4.20	High
2.61 – 3.40	Moderate
1.81 – 2.60	Low
1.00 – 1.80	Lowest

4. Conclusion

In summary, rural primary school education is weak at present, and improving rural teaching quality is the core of volunteer teaching. The teaching ability of volunteer teaching students in colleges and universities is insufficient. It was found that the influence on the Teaching quality of volunteer teachers mainly lies in five main aspects: Curriculum, Teaching method, Class management, Evaluation and Facilities. There are five main personal factors for students' classroom comprehension and concentration. Gender, Character, Emotion, Education environment, Family background. The formation of these comprehensive factors is the impact on the quality of teaching.

In the face of noble spirit, the practical ability, professional level and knowledge reserve of college students have been neglected. It is an objective fact that the good and bad of college students' own abilities are intermingled. Therefore, it is imperative for schools to organize the ability assessment of students who are willing to volunteer to teach.

In recent years, the teaching quality of rural schools has problems, this paper is actively looking for countermeasures, the article from the rural primary school teaching quality status quo, rural students and teachers, rural students teaching status quo solutions, thinking about rural teaching quality problems. The article from the students lack of enthusiasm for learning; Students' interest in learning is not strong enough; Teaching focuses too much on imparting knowledge; The teaching method is too unitary; Students lack time to study independently; In order to integrate educational resources, change the situation of resource dispersion, put forward the change plan of teaching quality reform, and make the far education resources serve the teaching better, optimize the teaching and improve the effect.

5. Disclosure statement

No potential conflict of interest was reported by the authors.

6. Reference

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The Effects of Using Task-Based Language Teaching Method to Enhance Thai Grade 11 Students' Vocabulary Learning

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Abstract

The purpose of the study was to investigate the effects of Task-Based Language Teaching (TBLT) method in vocabulary learning for Thai Grade 11 students at Nakhon Khon Kaen School, Khon Kaen Province. The participants in the study were Grade 11 students who studied in the second semester of academic year 2018 at Nakhon Khon Kaen School. They were purposively chosen to attend the study for exploring the effects of TBLT in vocabulary learning. These research instruments were used in this study 1) the vocabulary pre/post-test 2) lesson plan 3) worksheet. For collecting data, 30 students were required to participant in the vocabulary pre – test and vocabulary post – test to explore the vocabulary learning development. Moreover, students were supposed to attend in the TBLT lessons assigned by the teacher. The findings of the study revealed that Thai Grade 11 students' vocabulary learning was significantly developed by the TBLT method. Furthermore, the development of the vocabulary learning could be reflected in the Nation [1]'s vocabulary learning goals in terms of recognition of vocabulary, understanding the meaning of vocabulary and using of vocabulary.

Keywords: Task-Based Language Teaching (TBLT), Effects, Vocabulary Learning

1. Introduction

In Thailand, English is one of the compulsory subjects throughout the entire Thai education system; it is considered as the primary foreign language to be taught formally through every grade, from junior high school to university level (Ministry of Education, 2008) [2]. Students are supposed to learn English as a foreign language in four skills involves reading, listening, speaking and writing. However, several studies indicated that despite the importance of English and most local Thai students have studied English for many years since they were in primary school, their English level is still unsatisfactory compared to other Asian countries. The most recent Education First English Proficiency Index (EFEPI, 2012) further demonstrated that Thais' English proficiency ranks 64th with an average score of 48.54, and was labeled "low level" among countries.

Vocabulary is considered to be one of the most important sub-skills required for the success of a second language learning such as Laufer and Nation [3], John [4], Gu [5], and Nation [6], vocabulary has made a huge contribution to language learning by many researchers. Moreover, according to Laufer [7], gaining a sufficiently broad vocabulary is essential for successful use of a second language, it is the basic for students to communicate in target language effectively. Thus, in order to achieve successful English language teaching, vocabulary should be considered as the priority factor.

Contrast with the traditional teaching method where teacher plays the main role in the classroom Communicative Language Teaching (CLT) approach has been adopted due to the belief that learners' language proficiency could be effectively improved since they could get opportunity

to use the target language in variety real – life situations. Richards [8] defined CLT as a set of principles and classroom activities that promote learners’ learning based on learning goals, teachers and learners play respective roles during the activities. Willis [9] further put forward that Task – Based Language Teaching (TBLT) as a form of CLT approach, has been a development of CLT, refers to use tasks as a core unit of planning and instruction in language teaching [10]. Prabhu [11] and Ellis [12] emphasized that learners play a dynamic role in the TBLT process to use the target language express ideas and conduct various activities for acquiring language. TBLT has been accepted as one of the most effective ways to teaching a foreign language.

2. Statement of problems

Nevertheless, a number of researchers found that the vocabulary learning problems exit in general language teaching. Nation [13] reported that “The main problem with vocabulary teaching is that only a few words and a small part of what is required to be known can be dealt with at any one time”. According to researchers, problems that learners faced in vocabulary learning can be summarized as: word pronunciation, words in written form and spelling, recognizing the different grammatical forms of a word, how to choose the appropriate meaning of words within a particular context and how to avoid confusion with idiomatic words or expressions [14]. Which reflects Nation [1]’ vocabulary learning goals: vocabulary recognition, understanding the meaning of vocabulary and using of vocabulary.

Similar vocabulary learning problems also exit among Thai students. Researchers in Thailand [15] discovered that there were three main vocabulary problems for Thai English learners: 1) they could not read the word correctly, 2) they did not know the meaning of the word in variety context and [15], 3) learners were unable to express their intended meaning in correct words. Due to the importance of vocabulary in a language learning and the problems exit in the Thai students, the study was constructed to investigate the effects of TBLT on developing vocabulary learning for Thai Grade 11 students.

3. Literature review

Two significant concepts contained in the study were introduced in this chapter: English Syllabus for Thai Grade 11 Students, vocabulary learning and Task – Based Language Teaching method.

3.1 English Syllabus

The Ministry of Education [2] put forward that education system in Thailand is gradually using The Common European Framework of Reference for Languages (CEFR) framework to assess students’ English proficiency since CEFR is a language learning model of “action-oriented approach” which put the students as the center of the language learning process. Furthermore, grade 11 students in Thailand are supposed to reach B1 level of CEFR. Thus, the vocabulary and lesson themes in the study were selected from the CEFR B1 level.

3.2 Vocabulary Learning

Vocabulary learning implies knowing a word of its spoken form and further be recognized and understood in and out of context instead of guessed at [1]. Nation [1] further classified vocabulary into two types: receptive vocabulary and productive vocabulary. Which means that vocabulary learning could be reflected in two dimensions, receptive vocabulary refers to the words that learners possess the ability to recognize the word, to understand the meaning of the words in different or variety contexts and situations, while productive vocabulary refers to the words that learners have the ability to pronounce and use into the corresponding situations.

Before learning or teaching vocabulary, it is an agent for teacher to consider the goals of

vocabulary learning. Aebersold and Field [17] put forward that through the vocabulary learning, students are required to know the vocabulary in the text, to recognize vocabulary to make sense of the text, and to consider the function of vocabulary into usage of second language or foreign language. Nation [1] summarized three vocabulary learning goals for learners, the vocabulary learning goals were adopted from Nation’s statement.

Table1 Vocabulary learning goals

Goals	Aspects
Form	Spoken Form
	Written Form
	Word Parts
Meaning	Form-Meaning Connection
	Concept and Reference
	Association
Use	Grammar
	Collocates
	Constrains on Use

(Nation [1])

3.3 Task – Based Language Teaching

What is TBLT? TBLT refers to a language learning process that requires students to understand, manipulate, and use the target language in the real world through tasks in which they participate [18]. Ellis [12] further put forward that TBLT is a “a work plan that requires learners to process language pragmatically in order to achieve an outcome that can be evaluated in terms of whether the correct or appropriate propositional content has been conveyed.” Students possess opportunities to use the target language in order to finish the tasks, thus they have language learning outcome.

In another word, TBLT is different because it focuses on student-centered tasks as a way to gain communication skills. According to Richards and Rogers [19], students are group participant, monitor, and risk-taker and innovator during a Task – Based Language Teaching process. In contract to students, teachers in the Task – Based Language Teaching process are presenter, monitor and reporter to help students complete the tasks.

A number of researchers divided TBLT into three stages, which are pre – task, tasks and post – task or language focus stage. Willis [9]’s framework was adopted in this study since “Willis’ framework is popular among language teachers and researchers because it is ‘quite practical and straightforward” [1].

Table 2 Willis’Framework for Task-based Language Teaching

Pre- task	Introduction to topic and tasks. Teacher explores the topic with the class, highlight useful words and phrases, helps students understand the task instructions and the prepare.	
Task cycle	Task	Students do the task in pairs or small groups, teacher monitors from a distance
	Planning	Students prepare to report to the class orally or in written form, how they did the task, what they decided or discovered.
	Report	Groups present their reports to the class or exchange ideas and compare results.
Language focus	Analysis	Students examine and discuss specific features of

	Practice	the texts or transcript of the recording. Teacher conducts practice of new words, phrases and patterns occurring in the data.
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(Willis [9])

Thus, the research question of the study is can Task-Based Language Teaching enhance vocabulary learning for Thai grade 11 students?

4. Method

4.1 Participants

Total 30 grade 11 students who studied in the second semester in academic year 2018 at Nakhon Khon Kaen School were purposively chosen to participant in the study.

4.2 Instruments

Research instruments conducted in the study were based on the theory of CEFR, Nation [1]’s vocabulary learning goals and Willis [9]’s Task – Based Language Teaching method framework. They are 1) vocabulary pre/post – test 2) lesson plans and 3) worksheets. Total thirty – five words selected from the CEFR B1 level were tested and five themes were designed for students. Vocabulary test items were conducted based on the Nation [1]’s vocabulary learning goals and lesson plans were designed according to Willis [9]’s TBLT method framework.

4.3 Data collection procedure

Total 30 students were asked to attend the vocabulary pre – test to measure their English vocabulary proficiency before the TBLT lessons. Total thirty – five words selected from the CEFR B1 level were tested and five topics were assigned for students. The topics used in the study selected from the CEFR B1 level are Shopping, Hobbies, Travel, Weather and Emotions. Teacher designed TBLT lesson plans and students were required to participant the fifteen hours’ lessons. In the pre – task stage, teacher explained the topics to students in order to help them understand the topic and the objectives of the task that they need to complete. In the task stage, students as the center of the tasks, were required to complete the tasks of each topic by using target language in pairs or in groups. After task stage, groups were required to report their works to their classmates, to explain what they did for completing the task and what did they find through the task, before reporting, they got time to prepare. Finally, in the language focus stage, teacher pointed out the errors that students made during the tasks and assigned homework to students, the homework was related to the tasks, students were required to use the target language to complete the assignment. After all the TBLT lessons, students were asked to attend the vocabulary test to investigate the improvement of vocabulary learning.

5. Results and Discussions

Research question: Can Task-Based Language Teaching method enhance vocabulary learning for Thai grade 11 students?

The research question strived to investigate if the implementation of TBLT lessons could enhance learners’ vocabulary proficiency for grade 11 students. To answer the question, students’ test scores from pre and post – test was analyzed.

Table 3 Vocabulary Pre Test -and Post-Test Scores

Students’ No.	Pre -Vocabulary Test Scores (35)	Post-Vocabulary Test Scores (35)
1	23	29
2	19	27

3	16	24
4	17	26
5	10	19
6	16	28
7	19	27
8	17	23
9	20	31
10	13	21
11	15	22
12	25	32
13	17	24
14	16	22
15	22	29
16	11	20
17	10	18
18	17	24
19	8	24
20	14	28
21	18	24
22	24	33
23	20	29
24	13	25
25	16	30
26	10	28
27	13	24
28	11	29
29	19	25
30	16	26
(\bar{x})	16.17	25.70

The results of pre – test and post – test are shown on the table above. It is obvious that the mean score (\bar{x}) of post – test was 25.70 which is much higher than the mean score (\bar{x}) of pre – test (16.17). All the students got significant improvement of vocabulary learning through TBLT lessons, students performed better after the implementation of tasks for learning target language. The finding proves that the implementation of TBLT lessons can enhance M5 students' vocabulary learning in terms of the recognition of words, the understanding the meaning of words and the use of words. It can also indicate that the TBLT method provided students with opportunities of practicing their reading, listening, speaking and writing skills in vocabulary from the pre – task stage to post – task stage. In the pre – task stage, teacher introduced the topic and target words to students, students got opportunity to listen to the pronunciation of words in target language. Then in the task stage, students were asked to complete tasks such as making a travel plan and introducing the travel plan to others, their speaking and reading skills of the words could be developed. Finally, their vocabulary writing ability could also be improved since they needed to make a transcript for recording the process of discussions and results of the tasks.

6. Conclusion

The general purpose of the study was to examine the effects of TBLT in vocabulary learning for Thai Grade 11 students. Participants in the study were totally 30 students from Nakhon Khon Kaen School, they were required to test vocabulary proficiency before and after the TBLT lessons in order to explore the effects. Findings from the experimental study revealed that the TBLT method contributed to the learners' vocabulary learning in target language. Aside from

the achievement of general vocabulary learning, it is useful to note that learners' vocabulary achievement can be reflected in these aspects: recognition of vocabulary, understanding the meaning of vocabulary and using of vocabulary.

However, as the previous chapters summarized, there are limitations in the study. Based on the limitation, suggestions for teaching vocabulary through Task – Based Language Teaching method are presented below:

- 1) Teachers are supposed to determine the explicit vocabulary learning goals for students in order to make students understand each step of the lesson.
- 2) During the Task –Based Language Teaching lessons, teachers should take more practicability of vocabulary tasks into consideration. Students may lack of motivation to complete the tasks because they are confused about the significance of the task.
- 3) Since there are a small number of the target vocabulary in each topic, teachers should expand the size of vocabulary in the language focus stage.
- 4) In another word, in order to generalize the study results, more participants and different levels of students should be selected to be investigated. Moreover, other topics students are supposed to learn should be contained in the study.

Data collected in the study suggested the significant importance of Task-based Language Teaching method in second language learning. The results from the experimental study may contribute to the vocabulary teaching classroom, tasks used in the study may suitable for teachers in the further teaching.

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Effect of College Students' Achievement Motivation on Subjective Well-Being: Social Support as Mediating Variable

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Abstract

The aim of study is to explore the relationship between achievement motivation social support and subjective well-being of college students. Based on the theory of self-determination, this research used quantitative approach with descriptive-correlational method. The instrument used questionnaire with Likert scale model and adopted the achievement motivation scale, perceived social support scale and subjective well-being scale to investigate 583 college students from a university in Jiangsu province, China. The results suggest that: (1) achievement motivation has a significant positive effect on subjective well-being; (2) Achievement motivation of college students has a significant positive effect on social support; (3) Social support has a significant positive effect on SWB; (4) Social support played a partially mediating role in the effect of achievement motivation on subjective well-being.

Keywords: Achievement Motivation, Subjective Well-Being, Social Support

1. Introduction

Subjective well-being (SWB) is an important positive component of psychological quality. It refers to individuals' Subjective feelings and evaluation of events that happen in their lives. Is considered to be a multidimensional structure, with three distinct components: positive emotions, negative emotions, and life satisfaction. Students groups in the current society occupies a large part of the part, and they as the backbone of the future society development, the immeasurable important status in the social life, their happiness for its own value orientation and life planning has the effect that cannot ignore, to understand the status of the college students' general well-being will be for us to study the college students' psychological condition has an important meaning, and their mental state will have very important influence on the future social development role [21].

Achievement motivation is formed on the basis of individual achievement needs and belongs to a kind of driving force within the individual. Achievement motivation can be understood as an individual's inner drive to succeed in order to accomplish what he or she considers valuable according to certain internal standards. Achievement motivation is usually considered as the key factor for an individual to achieve success in any field, which has a strong incentive effect on an individual and promotes the individual to achieve the goal of success. Different levels of achievement motivation have different meanings for people. People with high achievement motivation like to get satisfaction from tasks and are willing to choose risky and creative tasks. Conversely, people with low achievement motivation tend to choose tasks with lower risks [4]. Studies have shown that individuals with high achievement motivation show a strong need for self-actualization in life and experience higher subjective happiness in the process of self-actualization, which is a major internal factor affecting happiness [10].

Social support refers to social assets, social resources or social networks that people can use when they need advice, help, assistance, recognition and protection. Social support includes information that a person is cared for, respected, and valued as part of a network of

communication and mutual obligations. These supports can enhance their functionality and / or buffer their adverse outcomes [8]. Educational researchers have proved that social support is positively correlated with academic achievement, and perceived social support is more predictive and functional than received social support [12]. Therefore, the focus of this study is perceived social support. Social support has buffer effect, its function is to buffer pressure mediation role, can reduce the impact on the health of body and mind, can make the individual more flexibility of dealing with stress in life [26]. Based on social support theory and previous research results, this study inferred that social support played a mediating role in the relationship between achievement motivation and subjective well-being of college students.

2. Literature Review

2.1 Self-determination Theory

American psychologists Ryan and Deci [19] proposed that human beings have three basic needs, namely autonomy needs, ability needs and relationship needs. Meeting these needs is conducive to promoting the individual's mental health and improving the level of individual happiness, while hindering the satisfaction of basic needs will lead to negative psychological consequences. Autonomy needs refer to the individual's perception that his or her behavior is based on his or her own interests and values. Individual behavior from internal motivation is a good embodiment of satisfying the need for autonomy. Ability needs that they can effectively change the internal and external environment, in the activity to experience a higher sense of efficacy. Individual motivation to pursue success is closely related to the satisfaction of ability needs. Relationship needs are seeking a sense of belonging and getting the care and acceptance of significant others. Social support has a positive effect on the satisfaction of relationship needs. The satisfaction degree of the three basic needs determines the level of individual happiness.

2.2 Variable relationship

2.2.1 Achievement motivation and subjective well-being

A large number of studies have shown that there is a high correlation between achievement motivation and subjective well-being, and high achievement motivation plays an important role in improving subjective well-being. Individuals with high achievement motivation show strong demand for self-actualization in life and experience higher subjective well-being in the process of self-actualization [10]. The research of Jiang and Hao [8] shows that the stronger the motivation to pursue success, the more happiness they will experience. The reason for success is that pursuit can positively face difficulties and feel the joy and victory of success. In conclusion, this study inferred that achievement motivation positively affected subjective well-being. Therefore, the following hypotheses are proposed in this study:

H1: College students' achievement motivation has a significant positive influence on their subjective well-being.

2.2.2 Social support and subjective well-being

With the development of positive psychology, the research on the relationship between social support and subjective well-being has attracted widespread attention of researchers. Social support is a necessary condition for individual growth and an important place for human socialization. Existing studies show that individuals with high subjective well-being, life satisfaction and positive emotions, while those with low negative emotions are easy to obtain good social support [21]. A large number of studies have proved a positive correlation between social support and subjective well-being [5] [10], a previous study showed that adolescents who received sufficient social support at school were more satisfied with life than those who did not [11]. In conclusion, this study inferred that social support positively affected subjective well-being. Therefore, the following hypotheses are proposed in this study:

H2: College students' social support has a significant positive influence on their subjective well-being.

2.2.3 Achievement motivation and social support

Some research results show that achievement motivation is positively correlated with social support [28]. Social support is an important predictor of college students' academic achievement, and college students with high social support tend to have high levels of self-esteem, which in turn promotes their academic achievement [12]. Reski et al. [18] argue that students had close emotions when interacting with the environment, and the relationships between students and parents, peers, teachers, tutors and others would affect their achievement and motivation. Therefore, it can be seen that strong social support plays a good role in promoting college students' pursuit of success and fear of failure and plays an important role in cultivating and stimulating their achievement motivation. In conclusion, this study inferred that achievement motivation positively affected social support. Therefore, the following hypotheses are proposed in this study:

H3: Achievement motivation of college students has a significant positive influence on social support.

2.2.4 Social support, achievement motivation and subjective well-being

Reski et al. [18] pointed out that students who received support and help from parents, teachers, and peers were more motivated to achieve than those who lacked support. Individuals with higher social support have higher overall subjective well-being, such as higher life satisfaction, more positive emotions and less negative emotions [13]. Studies have shown that there is a significant correlation between achievement motivation and social support, and the social support of secondary vocational students plays an intermediary role between achievement motivation and pride [29]. Xu [26] study, social support has buffer effect, its function is to buffer pressure mediation role, can reduce the impact on the health of body and mind, can make the individual more flexibility to deal with stress in their lives. In conclusion, this study inferred that college students' achievement motivation may influence their subjective well-being through social support. Therefore, the following hypotheses are proposed:

H4: College students' achievement motivation plays a mediating role between social support and subjective well-being.

3. Methodology

3.1 Research framework

This study employed achievement motivation as the independent variable, subjective well-being as the dependent variable, and social support as the mediating variable. On the basis of the research hypothesis, the research structure displayed in Fig. 1 was proposed.

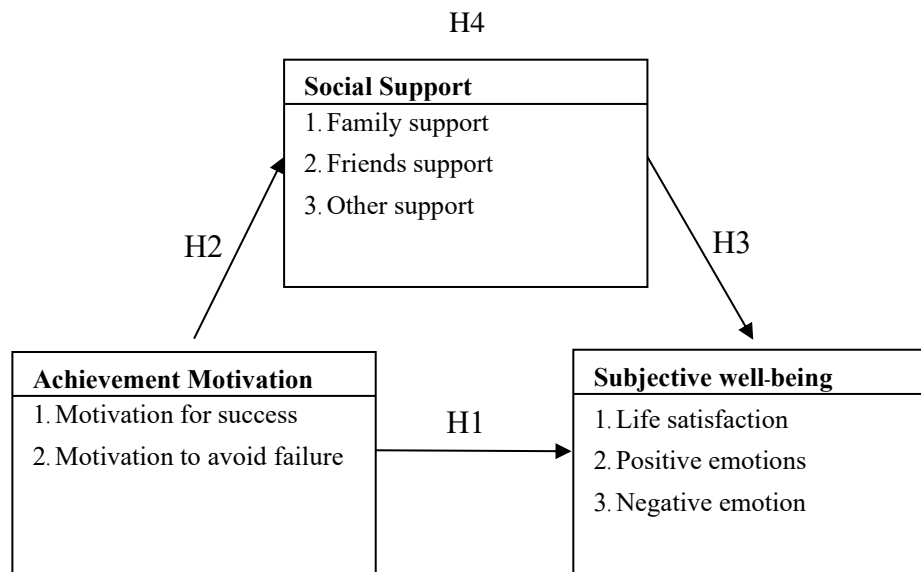


Figure 1. Research framework

3.2 Sample

This study takes the university students in Jiangsu as the research object. Using convenient sampling method, 600 college students are selected as research objects. A total of 600 questionnaires were collected with a recovery rate of 100%. Finally, 583 valid questionnaires were screened, with an effective response rate of 97.20%.

The main reason for selecting these participants is that Jiangsu is one of the provinces with rich economic and educational resources in China. The province has for years been among the top three in terms of gross domestic product and has the third largest number of universities in the country (167). The students come from 28 provinces and autonomous regions. Therefore, these students come from different regions. The school's students come from 28 provinces and autonomous regions. It has played an exemplary and leading role in the ideological and political education of college students throughout the country. So the sample is representative.

3.3 Research Instruments

Subjective well-being scale: The scale has two parts, Bradburn [30] develops the emotional scale, a total of ten projects, positive affection and negative affection to tip the project, positive emotions project to 0.19 ~ 0.75, the relationship between negative emotion project between 0.38 ~ 0.72, between positive affection and negative affection projects related to less than 0.10, the retest reliability between 0.76 ~ 0.83, with a single overall happiness tests of 0.45 to 0.51. Diener's [31] scale of overall life satisfaction consists of five items and is scored on a five-point scale. Its reliability and validity indexes are good, and it is widely applied to groups of different ages. Many studies on teenagers have used this scale [25].

Comprehension Social Support Scale: Social support was measured using the comprehension Social Support Scale compiled by Zimet [33]. In order to apply to student groups, "leaders and colleagues" in the scale was changed to "teachers and classmates". The scale has 12 items in three latitudes, which is composed of three subscales of family support, friend support and other support, and each subscale contains 4 items. The scale is a five-point scale with options ranging from 1 (strongly disagree) to 5 (strongly agree). When calculating the total score of social support, the scores of the three indicators are added up. The higher the score, the higher the

overall degree of social support the individual understands. In Li's study, the alpha coefficient of social support sources was full scale 0.88. Family support 0.87; Friends support 0.85; Other support is 0.91, retest reliability is 0.85, 0.85, 0.75, 0.72 respectively. showing favorable reliability and validity.

Achievement Motivation Scale: The scale was revised by Ye [32] from Shanghai Normal University. The scale consists of 30 questions and divided into two parts, with 15 questions in each part. The two dimensions of motivation to pursue success and motivation to avoid failure are tested respectively. The scale uses 5 points to score. From 1 (strongly disagree) to 5 (strongly agree). Achievement motivation (MA = MS-MF) was obtained according to Atkinson's theory, and the lower the scale score, the stronger this kind of motivation. This scale has been used by many domestic and foreign researchers with good reliability and validity [4].

4. Findings

4.1 Analysis of college students' demographic variables

Regarding gender, 185 (31.7%) were males and 398 (68.3%) were females. In terms of grades, 406 students (69.6%) are freshmen, 107 students (18.4%) are sophomores, and 70 students (12.0%) are juniors. In terms of majors, there are 370 students (63.5%) in liberal arts and 213 students (36.5%) in science. In terms of the origin of students, 175 (30%) are urban and 70 (70%) are rural.

4.2 Variance analysis

As detailed in Table 1, there was a significant grade difference in social support ($F=4.107, p < .01$). Freshmen and juniors had higher social support than sophomores. The influence of students' major on social support was significant ($t=2.158, p < .05$). Among them, the social support of students who choose liberal arts is significantly higher than that of those who choose science. The effect of college students' place of origin on social support was also significant ($t=3.236, p < .001$). Social support of college students with urban household registration is significantly higher than that of college students with rural household registration.

Table 1 Differences in Social support with Background Variables

Background Variables	Category	Mean	S.D	N	F/t-value
Grade	Freshman	3.545	.802	406	4.107**
	Sophomore	3.307	.721	107	
	Junior	3.555	.742	70	
Professional	Liberal art	3.555	.756	370	2.158*
	Science	3.410	.827	213	
Native place	City	3.661	.837	175	3.236***
	Country	3.434	.752	408	

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

4.3 Descriptive statistics and correlation analysis

The average score on the Achievement Motivation Scale was 3.354, higher than the median of the scale (3 points), indicating that participants' achievement motivation was at a medium to high level. The average score on the Social Support Scale was 3.502, again higher than the median of the scale (3 points), indicating that participants' social support was at a medium to high level. The average score on the Subjective Well-Being Scale was 2.666, lower than the median of the scale (3 points). As a result, participants' subjective well-being was at a medium to low level.

As revealed in Table 2, a significantly positive correlation was found between achievement motivation and social support ($r = .251$, $p < .001$). There was a significant positive correlation between achievement motivation and subjective well-being ($r = .232$, $p < .001$). There was a significant positive correlation between social support and subjective well-being ($r = .396$, $p < .001$). The correlation coefficient is between .232 and .396, which indicate medium-to- low level. Thus, no collinearity existed.

Table 2 Descriptive Statistics and Correlation Matrix of the Variables

Variable	<i>M</i>	<i>SD</i>	SWB	SS	AM
SWB	2.666	.396	1		
SS	3.502	.785	.396**	1	
AM	3.354	.480	.232**	.251**	1

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$; SWB: Subjective Well-Being; SS: Social Support; AM: Achievement Motivation

4.4 Mediating effect of social support on college students' achievement motivation and subjective well-being

According to the Table 3, Use dummy variable for grade, major and native place in stepwise hierarchical regression analysis, and the data were shown as follows:

In model 1, with achievement motivation as independent variable and social support as dependent variable, the results showed that Adj. $R^2 = .090$, achievement motivation could explain 9.0% variation of social support. The standardized regression coefficient of achievement motivation to social support was $\beta = .237$ ($p < .001$), $F = 12.572$ ($p < .001$). The results show that the achievement motivation of college students has a significant positive impact on social support. Therefore, research hypothesis 3 was supported.

In model 2, achievement motivation was taken as the independent variable and subjective well-being as the dependent variable. The results showed that Adj. $R^2 = .059$, indicating achievement motivation could solve 5.9% variation of subjective well-being. The standardized regression coefficient of achievement motivation to subjective well-being was $\beta = .235$ ($p < .001$), $F = 8.362$ ($p < .001$). The results show that the achievement motivation of college students has a significant positive impact on subjective well-being. Therefore, research hypothesis 1 was supported.

In model 3, is independent with social support, subjective well-being as the dependent variable is analyzed, the results show that the Adj. $R^2 = .161$, said could explain 16.1% of subjective well-being variance of social support, social support on the subjective well-being of standardized regression coefficients for the beta = .403 ($p < .001$), $F = 23.417$, $p < .001$). It shows that social support has a significant positive effect on subjective well-being. Therefore, research Hypothesis 2 was supported.

In model 4, taking achievement motivation and social support as independent variables and subjective well-being as dependent variables, the explanatory variation (Adj. R^2) of achievement motivation increased .121, and the standardized regression coefficient of achievement motivation to subjective well-being was $\beta = -.147$, which reached a significant level ($p < .001$). The standardized regression coefficient of social support to SWB was $\beta = .367$ ($p < .001$), $F = 22.372$ ($p < .001$), it can be seen that both achievement motivation and social support have a significant positive impact on SWB. After adding social support variables, the standardized regression coefficient β of achievement motivation on SWB decreases from .235 ($p < .001$; Model 1) to .147 ($p < .001$). The mediating effect was tested by Sobel Test, and the value was 2.420 ($p < .001$), indicating that social support played a partial mediating role in the relationship between achievement motivation and subjective well-being. Therefore, research hypothesis 4 was supported.

Table 3 Stepwise Hierarchical Regression Analysis

Variable	SS Model 1	SWB Model 2	SWB Model 3	SWB Model 4
Freshman	.002	-.139*	-.132*	-.140***
Sophomore	-.114*	-.074	-.030	-.032
Liberal art	.111**	.008	-.033	-.033
City	.113**	.060	.021	.019
independent variable				
AM	.237***	.235***		.147***
Mediating Variable				
SS			.403***	.367***
<i>F</i>	12.572***	8.362***	23.417***	22.372***
Adj. <i>R</i> ²				.121
<i>R</i> ²	.098	.068	.169	.189

Note. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$; SWB: Subjective Well-Being; SS: Social Support; AM: Achievement Motivation; Reference group: Junior, Science, Country.

5. Conclusion and Discussion

5.1 Variance analysis of the influence of background variables on entrepreneurial intention

In this study, freshmen had stronger social support than juniors, and sophomores had the lowest social support. This is consistent with the research results of Fang [3] and Yang [27]. It may be a freshman who has just entered school and has a good vision for the future, and his family members also have great expectations for him. College students will basically get the support of their families in all aspects of activities. The social support of liberal arts majors is significantly higher than that of science majors. This is consistent with the results of Yang [27]. The reason may be that literature and history students are more extroverted, make more friends and get more support from friends. The social support level of urban college students is significantly higher than that of rural college students, which is consistent with many previous studies [6] [14], urban college students have a larger social circle, more sources of friends and a wider range of friends than rural college students, so naturally they get more support from the outside world than rural college students.

5.2 Relationship between achievement motivation, social support and subjective well-being of college students

The results of correlation and regression analysis show that there is a significant positive correlation between college students' achievement motivation and SWB. Many scholars have reached a consensus. For example, Fu [4] found that there is a significant positive correlation between college students' achievement motivation and SWB in a survey of college students. It shows that the stronger one's achievement motivation is, the better his mental health is and the easier he is to feel happiness [23]. Therefore, we should pay attention to the cultivation of college students' achievement motivation, which is conducive to the improvement of college students' life quality, the establishment of lofty ideals and the healthy development of their mental health, so as to realize their own value. The achievement motivation of college students has a significant positive influence on their social support. This is consistent with the results of Yang [28], indicating that strong social support has a good promoting effect on college students' pursuit of success. The higher the individual achievement motivation, the stronger the individual desire to seek social support, and the more social support they have obtained. There is significant positive correlation between social support and subjective well-being. This is consistent with the research results of Yang [27] and Wu [23]. It shows that the more social support given to college students, the more positive emotional experience they will have, and the better their subjective well-being will be.

5.3 Social support plays a partially mediating role between college students' achievement motivation and subjective well-being.

The mediating effect test shows that social support plays a partial mediating role between college students' achievement motivation and subjective well-being. This finding is similar to the findings of Yang [27] and Yang [28], who argue that social support plays a crucial mediating role. This study further found that achievement motivation can not only directly affect SWB, but also have an impact on SWB through the mediating role of social support. The reason for this phenomenon may be that college students with high achievement motivation have a high degree of self-identity, like to accept more challenging tasks to prove their value, can correctly view setbacks in life, timely adjust themselves to better cope with challenges, so as to maintain a good psychological state.

In conclusion, this study reveals how college students' achievement motivation specifically affects their subjective well-being by constructing a mediation model. This also suggests that educators should correctly guide college students to have a positive determination to overcome difficulties in the face of setbacks, and pay more attention and care to college students, so that they can feel the warmth and help of society and school organizations, and at the same time maintain their enthusiasm and enthusiasm to participate in activities and enhance their sense of achievement and sense of belonging. When they felt supported in all aspects of school, their subjective well-being was significantly improved.

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Research on Relationship Between Self-Efficacy of Online Study and Academic Achievement of Chinese Oversea Students in Thailand

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Abstract

The research explores the relationship between self-efficacy of online study and academic achievement of Chinese overseas students in Thailand. The Chinese overseas students in Thailand of two Thailand universities are selected by convenience sampling to have questionnaire research. It is gained with 287 copies with effective and official data. The result shows that there is a significant positive impact of Chinese overseas students in Thailand's self-efficacy of online study on academic performance.

Keywords: International students, Online learning self-efficacy, Academic achievement

1. Introduction

The Covid-19 pandemic outbreak forced many schools and colleges to remain closed temporarily. Several areas are affected worldwide and there is a fear of losing this whole ongoing semester or even more in the coming future. Various schools, colleges, and universities have discontinued in-person teaching. As per the assessment of the researchers, it is uncertain to get back to normal teaching anytime soon. As social distancing is preeminent at this stage, this will have negative effects on learning opportunities. Educational units are struggling to find options to deal with this challenging situation. These circumstances make us realize that scenario planning is an urgent need for academic institutions [1]. Thailand is one of the top three countries in Southeast Asia for international college students, together with Malaysia and Singapore, and China is the largest outbound country. Surveys of international Chinese students show that, besides academic opportunity, favorable environments, including friendly people, infrastructure, and affordability, are factors that attract them to study in Thailand [2]. The population of Chinese students in Thailand has dramatically increased in the last 5 years, from 8,444 in 2011 [3] to about 400,000 in 2016 [4] and continues to increase significantly [5]. In another study conducted by Chen et al. [6], of the 1,191 mainland international Chinese students surveyed, 20% revealed a tendency for mental health illness including self-injury, depression, and poor life adaptability. This study investigating the mental health issues of international mainland Chinese students is thus significant. College students' self-efficacy or self-confidence for learning and performance is crucial for their academic achievement [7]. Knowing about students' self-efficacy would not only promote the establishment of harmonious relation between students and teachers, and it would be evidence for the improvement of the teaching method of universities. Meanwhile, students' self-efficacy could affect their learning engagement and their academic achievement, so as to affect their individual comprehensive qualification [8]. Therefore, there is an important significance in the research of the relationship between self-efficacy of online study and academic achievement of Chinese overseas students in Thailand.

In conclusion, the paper chooses the Chinese overseas students' self-efficacy of online study and

their academic achievement these two variables to explore the situation of the self-efficacy of online study and academic achievement of Chinese oversea students and the impact. There is further analysis of the internal factors between the self-efficacy of online students and academic achievement, aiming at providing certain help for the academy of Chinese oversea students in Thailand.

2. Literature Review

2.1 Online Learning

Online learning refers to learning and other supportive resources that are available through a computer, in an online lesson, the computer displays material in response to a learner's request. Actually, online learning is just one form of distance learning [9].

Online learning not only encourages the use of technology for learning and teaching process but also promotes development of pedagogical subjects focused on learning and use of digital resources and communication tools [10].

Online learning can be termed as a tool that can make the teaching–learning process more student-centered, more innovative, and even more flexible. Online learning is defined as “learning experiences in synchronous or asynchronous environments using different devices (e.g., mobile phones, laptops, etc.) with internet access. In these environments, students can be anywhere (independent) to learn and interact with instructors and other students” [11].

The major part of the world is on quarantine due to the serious outbreak of this global pandemic Covid-19 and therefore many cities have turned into phantom cities and its effects can be seen in schools, colleges, and universities too [12]. Betwixt all this online teaching and online learning can be termed as the panacea for the crisis. The Corona Virus has made institutions to go from offline mode to online mode of pedagogy [13].

2.2 Self-efficiency

Perceived self-efficacy is concerned with people's beliefs in their ability to influence events that affect their lives [14]. This core belief is the foundation of human motivation, performance accomplishments, and emotional well-being [15]. Unless people believe they can produce desired effects by their actions, they have little incentive to undertake activities or to persevere in the face of difficulties. Whatever other factors may serve as guides and motivators, they are rooted in the core belief that one can make a difference by one's actions [16].

Self-efficacy is believed to be a key component in successful online learning; however, most existing studies of online self-efficacy focus on the computer, although computer self-efficacy is important in online learning, researchers have generally agreed that online learning entails self-efficacy of multifaceted dimensions [17].

2.3 Academic achievement

Academic achievement or academic performance is the extent to which a student, teacher or institution has attained their short or long-term educational goals. Completion of educational benchmarks such as secondary school diplomas and bachelor's degrees represent academic achievement [18].

Cyril [19] state that pointed out that academic achievement means knowledge attained and skills developed in the school subjects and it usually designated by test score. Academic achievement is the result of a student's performance in obtaining knowledge, skills and doing school's tasks. It is a combination of students' personal intelligent level, learning abilities, and effort paid on study. Academic achievement is important as it related to students' further study or work, concerned by parents, and is an evaluation criterion of teaching. Students reach Academic Achievement through the intensity of involvement activity units [20].

Academic achievement represents performance outcomes that indicate the extent to which a person has accomplished specific goals that were the focus of activities in instructional environments, specifically in school, college, and university. School systems mostly define cognitive goals that either apply across multiple subject areas (e.g., critical thinking) or include the acquisition of knowledge and understanding in a specific intellectual domain (e.g., numeracy, literacy, science, history) [21]. Academic achievement should be considered to be a multifaceted construct that comprises different domains of learning. Mimrot [22] state that Because the field of academic achievement is very wide-ranging and covers a broad variety of educational outcomes, the definition of academic achievement depends on the indicators used to measure it. Among the many criteria that indicate academic achievement, there are very general indicators such as procedural and declarative knowledge acquired in an educational system, more curricular-based criteria such as grades or performance on an educational achievement test, and cumulative indicators of academic achievement such as educational degrees and certificates [23].

3. Research Methods

3.1 Research Objects

The object of the research is the students of University A and University B in Thailand with Chinese oversea students. According to the opinion of Jia et al. [24], the sampling methods in the research are probability sampling and non-probability sampling. Since Chinese oversea students in China are the target population of the research, the according to Li's [25] point of view research would have sample collection by the convenience sampling of non-probability sampling. There are 300 official questionnaires, and there are 287 effective ones. The proportion of issued quantity in the universities is 1:1, and it is issued and recovered in form of network questionnaire.

3.2 Research Tools

The scale of self-efficacy of online study. The research mainly refers to Li et al. [26] to formulate a scale of self-efficacy of online study. There are a total of 23 questions on the scale, and they are divided into three dimensions, including learning ability, learning will and learning skill. The scale is rated with Likert5 points. The higher score, the stronger self-efficacy. The result of reliability statistics shows that the Cronbach's α coefficient of the general scale of self-efficacy is 0.966, and the Cronbach's α coefficients of the three dimensions are more than 0.9, which means that there is good internal consistency reliability in the scale and the internal dimensions. However, it is unsuitable to do factor analysis when it is lower than 0.6. Through the KMO sample suitability test (Kaiser-Meyer-Olkin) and Bartlett spherical test, the result shows that the KMO value is 0.839 while the chi-square value of the Bartlett spherical test is 2536.938; the sig. value is 0.000. It could be found that the variation of the three dimensions' analysis of variance is 73.33% after the exploratory factor analysis of the scale, which implies that there is good validity in the scale.

The academic performance scale of a college student. With the reference of academic performance scale of college student formulated by Yang Na [27], there is a total of 19 questions in the questionnaire, which are divided into four dimensions, including learning cognitive ability, communication ability, self-management ability, interpersonal promotion ability. The scale is rated with Likert5 points. The higher score, the better the academic performance. According to the result of reliability statistics, the Cronbach's α coefficient of the general scale of academic performance is 0.824, which means that there is good internal consistency reliability in the scale and the internal dimensions. Through the KMO sample suitability test (Kaiser-Meyer-Olkin) and Bartlett spherical test, the result shows that the KMO value is 0.962

while the chi-square value of the Bartlett spherical test is 13432.841; the sig. value is 0.0000. It could be found that the variation of the four dimensions' analysis of variance is 56.633 % after the exploratory factor analysis of the scale, which implies that there is good validity in the scale.

3.3 Data Analysis Method

The research would be adopted with SPSS 22.0 to have descriptive analysis, correlation analysis and regression analysis.

4. Result

4.1 Test of Deviation Control Desire of Same Method

The research is adopted with a network questionnaire to have a separation on the filling time and space, and it is emphasized with the confidentiality of questionnaire information. The data collected is only used for scientific research, and the procedure control would be undertaken by anonymous filling. After receiving the questionnaires, they would be tested with a deviation of the same method. There are three factors in the scale of self-efficacy that the characteristic value is greater than 1, and there are four factors in the scale of academic performance that the characteristic value is greater than 1, and the explained variance of the first factor is less than 40%. Hence, it is proved that there is no serious deviation of the same method in the research [28].

4.2 Descriptive Analysis

The research is to analyze the self-efficacy of online study and academic achievement of Chinese oversea students in China with mean and standard deviation. The higher score means the higher self-efficacy; while the lower score means the lower one. The theoretical median is 3 scores since it is rated with Likert5 points.

The score of the interviewees on the scale of self-efficacy of online study is shown in chart 4.1. The mean of the project of self-efficacy of online study of Chinese oversea students in Thailand is 3.374 points with a standard deviation of 0.643, which is higher than the theoretical median. Hence, it shows that the self-efficacy of online study of Chinese oversea students in Thailand is above average. Seen from all dimensions, the highest score is learning ability since the mean of the project is 3.541 with the standard deviation of 1.017, which shows that the learning ability of self-efficacy of online study of Chinese oversea students in Thailand is higher, and other dimensions are ranked to be learning will ($M=3.296$, $SD=1.023$), learning skill ($M=3.285$, $SD=1.032$) as shown in Table 1.

Table 1 Summary of current situation analysis of self-efficacy of online study of Chinese oversea students in Thailand (N=287)

Dimensions	Number of Question	Mean	Standard Deviation
Learning Ability	7	3.541	1.017
Learning Will	7	3.296	1.023
Learning Skill	9	3.285	1.032
Overall Situation	23	3.374	0.643

The descriptive statistics result of interviewees' academic achievement scale is shown in chart 4.2. The mean of the project of the academic achievement of Chinese oversea student is 3.149 with a standard deviation of 0.404, which is higher than the theoretical median, so the academic achievement of Chinese oversea student is above average. Seen from all dimensions, the highest score is learning cognition ability with the mean of the project of 3.331 and the standard deviation of 1.062, which means that the learning cognition ability of Chinese oversea students'

academic achievement is higher. The mean of the project of the self-management ability dimension is 2.998 with the standard deviation of 0.360, which is lower than the theoretical median, so Chinese overseas students in Thailand is weaker in self-management. The other dimensions are ranked to be interpersonal promotion ability ($M=3.221$, $SD=1.021$), and communication ability ($M=3.045$, $SD=0.366$) as shown in Table 2.

Table 2 Summary of current situation analysis of academic achievement of online study of Chinese overseas students in Thailand (N=287)

Dimensions	Number of Question	Mean	Standard Deviation
Learning Cognition Ability	4	3.331	1.062
Communication Ability	5	3.045	0.366
Self-management Ability	5	2.998	0.360
Interpersonal Promotion Ability	5	3.221	1.021
Overall Situation	19	3.149	0.404

4.3 Correlation Analysis

To figure out the correlation between the self-efficacy of online study and academic achievement of Chinese overseas students in Thailand, there is a correlation test on the two parties with the Pearson correlation analysis in the research. As shown from chart 4.3, there is a positive correlation between the self-efficacy of online study and academic achievement ($r=0.133$, $p<0.04$), which means that there is a significant difference between the two parties, shown in chart 3:

Table 3 Correlation analysis between self-efficacy of online study and academic achievement of Chinese overseas students in Thailand (N=287)

Variables	Self-efficacy of Online Study	Academic Achievement
Self-efficacy of Online Study	1	
Academic Achievement	.133*	1

Note. * $p < .05$

4.4 Regression Analysis

Regression analysis is to further discuss the explanation among variables and relationship prediction based on the linear relationship. This part is to know about the impact of self-efficacy of online study and the academic achievement of Chinese overseas students in Thailand with linear regression.

In the regulation model hypothesis of the research, the self-efficacy of online study is an independent variable while academic achievement is the dependent variable, and they are built to be a simple regression model of self-efficacy of online study and academic achievement, shown in chart 4. In the model, there is a significant main effect between the self-efficacy of online study and academic achievement ($\beta=.133$, $p<.05$). The self-efficacy of online study could explain 8% of the variance of academic achievement. The result shows that self-efficacy of online study and academic achievement imposes a positive impact on academic achievement, and it is the positive one; hence, it could be said that there is a positive impact of self-efficacy of online study on academic achievement. Specifically, the existence of self-efficacy in the online study could trigger positive academic achievement to improve academic achievement.

Table 4 Regression analysis between self-efficacy of online study and academic achievement of Chinese overseas students in Thailand (N=287)

Project	Model	
	Dependent Variable: Academic Achievement	
	β	<i>t</i>
Independent Variable Self-efficacy of Online Study	.133	2.263*
R^2		1.8%
Adjusted R^2		1.4%
F		5.119*

Note. * $p < .05$

5. Conclusion and Suggestion

5.1 Current Situation Analysis of Self-efficacy of Online Study and Academic Achievement of Chinese Oversea Students in Thailand

As shown from the research result, “The degree of self-efficacy of online study of the overseas students is good, and it should be above average. No matter the self-efficacy of online study is strong or not in the academy, each student would have a self-feeling in the self-efficacy in the online study. Honicke and Broadbent [29] state that Academic self-efficacy is a person's perception that he or she will succeed in a certain task or domain. The research of Jiao [30] also shows that self-efficacy would be a critical promoter for the study, and it means so much in improving learner's subjective initiative and learning quality [31].

The academic achievement of Chinese overseas students in Thailand is above average, but they are weak in the self-management ability, which is consistent with the opinions of Yang [27], Chai (2014) [32], and Zhu et al. [33]. As the opinion of Cao and Zhang [34] that academic achievement means the knowledge and skill in the aspect gained from learning and training, and it is the collective performance of learning situation and level of students.

5.2 Impact of Self-efficacy of Online Study on Academic Achievement of Chinese Oversea Students in Thailand

The result of the research shows that the self-efficacy of online study imposes a significant positive impact on the academic achievement of Chinese overseas students in Thailand, which means that the self-efficacy goes higher and the academic performance would be increased accordingly. The result is consistent with most scholars on college students. For example, Yang [27] and Zhu et al [33] find that self-efficacy of online study would have a positive predictive result for academic achievement.

Seen from the research, the self-efficacy of online study would enhance the occurrence of academic achievement of Chinese overseas students in Thailand. Therefore, enhancing the self-efficacy of online study of the overseas students would have a significant improvement in the academic achievement of these Chinese overseas students in Thailand. Teachers could pay more attention to students' self-efficacy in online teaching. Adding efficacy and achievement of students in the class could make them have better academic achievement. Overseas students should enhance their own attitude on the study and improve the professional degree of courses and the self-management so that the academic achievement would have a better development.

6. References

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The Influence of Gratitude on Life Satisfaction of Vocational College Students: The Mediating Role of Social Support

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Abstract

Objective: To explore the relationship between gratitude, social support and life satisfaction of vocational college students. **Methods:** The gratitude scale (GQ-6), social support rating scale and life satisfaction scale (SWLS) were used to conduct a questionnaire survey on 301 vocational college students. **Result:** 1. Gratitude has a significant positive impact on the life satisfaction of vocational college students. 2. Gratitude has a significant positive impact on social support; 3. Social support has a significant positive impact on the life satisfaction of vocational college students; 4. Social support plays a role between gratitude and vocational college students' life satisfaction Part of the mediating role. **Conclusion:** Gratitude of vocational students not only directly affects life satisfaction, but also indirectly affects life satisfaction by influencing social support.

Keywords: Gratitude, Social support, Life satisfaction, Vocational students

1. Introduction

Gratitude is one of the most moving virtues of mankind, and it is an important part of the Chinese nation's "virtual culture". The Chinese have had a profound impact. Gratitude is a life orientation that pays attention to and appreciates the positive aspects of life [1]. Gratitude is an important virtue, and gratitude is highly valued in the field of positive psychology. Gratitude education is an important part of ideological and political education for college students. A survey on the quality of gratitude of Chinese vocational students shows that the surveyed vocational students, The group gratitude score is low [2]. The survey found that high vocational students have long cognition, high learning pressure, and less social space and time are the reasons for this phenomenon. Higher vocational students have their uniqueness in learning, personality, interpersonal relationship, self-recognition, emotion and emotion [3]. And gratitude helps students develop healthily and have a higher level of life satisfaction [4]. Therefore, studying the gratitude of higher vocational students has certain theoretical and practical significance.

Life satisfaction refers to the overall subjective evaluation of an individual's learning, life, and communication environment. It is not only an important content for evaluating subjective psychological well-being from the perspective of positive psychology [5], it is also a key indicator to measure the quality of individual's life. Widely used when healthy. Level theory points out that individuals with a high level of gratitude are more likely to perceive the support of others, more likely to attribute their achievements to the results of the support of others and are more likely to understand the arbitrary behavior of others as supportive behaviors, so that the level of social support will be higher [6]. Studies have confirmed that since gratitude is usually associated with positive emotions, there is a positive correlation between gratitude and life satisfaction. Gratitude is a predictive factor of life satisfaction and has a positive impact on life satisfaction [7], [8].

Social support is the material and spiritual support that an individual obtains from social relationships such as relatives, friends, colleagues, or group organizations [9]. The results show that social support and life satisfaction are both positively correlated. The life satisfaction and life satisfaction of college students in the high social support group. The scores of each factor are relatively high [10]. The research confirms that through the investigation of social support and life satisfaction of 484 primary and middle school students, it is found that social support has a significant impact on life satisfaction, and students with high levels of social support also have higher life satisfaction [11].

Gabert-Quillen and other scholars believe that social support is the process of providing or exchanging perceived resources to others [12]. Everyone is a part of society. Human development is determined by the interaction between the individual and the social environment. Social support has a great impact on the life and psychology of the individual. Studies have found that gratitude leads to a higher level of social support, and there is a positive correlation between gratitude and social support. Because individuals are likely to perceive higher social support, people who receive higher social support have more life satisfaction [13], [14]. In summary, individuals with a high level of gratitude are more likely to have high social support, which in turn improves the individual's life satisfaction. Therefore, this article takes some higher vocational colleges in Guizhou Province, China as the research object, to study the mechanism of social support between gratitude and life satisfaction.

2. Method

2.1 Object

This study adopts a convenient sampling method and selects three higher vocational colleges in Zunyi City, Guizhou Province, China to issue 310 questionnaires. After excluding regular answers, invalid questionnaires and missing questionnaires, there are 301 valid questionnaires remaining, with an effective rate of 97.09. %. Among them, 101 are boys and 200 are girls; 118 are freshmen, 130 are sophomores, and 53 are juniors.

2.2 Research Tools

2.2.1 Gratitude Questionnaire

Using McCullough, Emmons and Tsang to compile [15], Li, Zhang, Li, Li and Ye [16] revised gratitude questionnaire. There are a total of 6 items in the questionnaire, using Likert's 7-point scoring, 1-7 respectively represent "completely disagree" to "completely agree", the higher the score, the stronger the tendency to gratitude. The alpha coefficient of the questionnaire in this study is 0.73.

2.2.2 Social Support Scale Questionnaire

This study revised the social support questionnaire compiled by Zou Hong [17], with 20 questions in total. The questionnaire uses Likert's 5-point score, 0 means "never", 1 means "rarely", 2 means "sometimes", and 3 means "A lot", 4 stands for "always". The higher the score, the stronger the subjectively perceived social support. The alpha coefficient of the scale in this study is 0.76.

2.2.3 Life Satisfaction Scale

Using the Life Satisfaction Scale (SWLS) compiled by Diener, Emmons, Larsen and Griffin (1985), the scale contains 5 items, using Likert's 7-point scoring method, 1-7 respectively represent "very dissatisfied" to "Very satisfied", the higher the score, the higher the life satisfaction [18]. The alpha coefficient of the scale in this study is 0.88.

3. Results

3.1 Common method deviation test

Harman's single factor test method was used to conduct common method bias test, and exploratory factor analysis was performed on all topics. The results found that the characteristic roots of the four factors were greater than 1, and the variance of the first factor was 26.27%, which was less than the critical value of 40%. There are serious common method deviations.

3.2 Correlation analysis of gratitude, social support and life satisfaction

The total mean and standard deviation of the scores of the subjects on the social support scale, gratitude scale and life satisfaction scale are as follows, the gratitude scale is 30.87 ± 5.63 , the social support scale is 48.55 ± 13.45 , and the life satisfaction scale is 22.94 ± 3.53 .

A Pearson correlation analysis of gratitude, social support, and life satisfaction among college students (see Table 1) found that gratitude is significantly positively correlated with social support and life satisfaction, and social support and life satisfaction are significantly positively correlated.

Table 1 The correlation between gratitude, social support and life satisfaction

Variable	M±SD	Thanksgiving	social support	Life satisfaction
Thanksgiving	29.57±5.48	1		
Social support	48.55±13.45	.274***	1	
Life satisfaction	19.98±5.56	.499***	.264***	1

Note: *** $p < 0.001$

3.3 The mediating role of social support between gratitude and life satisfaction

According to Baron and Kenny's test steps on variable mediating effects [19], the mediating effect should meet the following conditions: A. The independent variable has a significant predictive effect on the dependent variable; B. The independent variable has a significant predictive effect on the intermediate variable; C. When the independent variable and the intermediate variable are input into the regression model at the same time, when the predictive effect of the intermediate variable is significant, and the predictive effect of the independent variable decreases, it is a partial intermediary; the predictive effect of the independent variable disappears, then it is Fully intermediary.

The results show that in model one, $F=34.012$, $p < .001$ reached a significant level, and the standardized regression coefficient of gratitude ($\beta=.499$, $p < .001$), indicating that gratitude of the tested vocational students is significant for life satisfaction Positive impact, and explain 24.9%. In model two, $F=64.096$, $p < .001$ reached a significant level, and the standardized regression coefficient of social support ($\beta=.274$, $p < .001$), indicating that the gratitude of the tested vocational students has a significant positive impact on social support , And can explain 7.5% of weaving citizenship behavior. In model three, $F=55.060$, $p < .001$ reached a significant level, standardized regression coefficients for organizational fairness ($\beta=.462$, $p < .001$), and standardized regression coefficients for engagement ($\beta=.137$, $p < .001$) It shows that gratitude and social support have a significant positive impact on life satisfaction at the same time. When social support is added to the prediction of gratitude for life satisfaction, the independent variable gratitude still achieves significant life satisfaction with the dependent variable, but the

predictive power is reduced (standardized β coefficient decreases from .499, $p < .001$ to .462, $p < .001$), and the co-explained 26.6% of life satisfaction increased by 1.7% compared with Model 1. Therefore, social support has a partial mediating effect between gratitude and life satisfaction, as shown in Table 2.

Table 2 Intermediary regression analysis of social support to gratitude and life satisfaction

Variable	Life satisfaction	social support	Life satisfaction
	Model 2	Model 2	Model 3
	Beta	Beta	Beta
Thanksgiving	.499***	.274***	.462***
social support			.137***
Fvalue	34.012***	64.096***	55.060***
R ²	.249	.075	.266
adjustedR ²	.248	.074	.265

Note: *** $p < 0.001$

3.2 Intermediary effect test

The Sobel test method was used to test the mediating effect of social support between gratitude and life satisfaction, $z = 4.087$ ($p < .001$), showing that the mediating effect was significant.

4. Discussion

4.1 The relationship between gratitude, social support and life satisfaction

The research results show that gratitude is significantly positively correlated with life satisfaction of vocational students, and positively predicts life satisfaction, which is consistent with previous studies [20]. That is, the life satisfaction level of vocational students will increase with the increase in gratitude. Gratitude, as a positive emotional experience, a virtue, will stimulate the positive motivation and behavior within the individual. High gratitude can encourage individuals to give better and more optimistic evaluations of their lives, and it is easier to experience happiness and satisfaction. High gratitude people pay great attention to the construction of personal interpersonal network, willing to share with others, and experience more happiness in interpersonal communication. At the same time, gratitude helps individuals build their own psychological, physical and social resources, and preserve and use them for a long time. Resources, which enables high gratitude people to experience more family and social care and life integrity, so their life satisfaction is relatively high [21], [22]. College students with high gratitude tend to regard everything they have as a gift. They will not turn a blind eye to the frequent appearance of beautiful things. They can evaluate their lives more positively and optimistically, thereby enhancing their lives. Satisfaction [23].

There is a significant positive correlation between social support and life satisfaction of vocational college students, and positively predicts life satisfaction, which is consistent with previous research [24], [25]. The reason why social support can have an impact on life satisfaction is mainly explained by the buffer model and the main effect model. The buffer model believes that social support is its buffer function. When individuals encounter setbacks and difficulties, good social support It can alleviate the negative impact of external pressure on individuals [26]. The main effect model of social support believes that social support has a universal effect on mental health. Higher social support is usually accompanied by a very good individual's physical and mental state. It can promote the improvement of the individual's mental health, thereby increasing the individual's Satisfaction level of life [27]. In general, through the above research, social support has a great impact on the individual's mental health, prompting the individual to maintain an optimistic and positive attitude, thereby improving the individual's perception and evaluation of their own life.

4.2 The mediating role of social support

This study verified the direct predictive effect of gratitude on life satisfaction of vocational students, and after adding the intermediary variable of social support, the process of gratitude of vocational students was discussed. The results show that social support has a positive predictive effect on life satisfaction, and gratitude can indirectly affect life satisfaction through social support, and social support plays a part of the mediating role between gratitude and life satisfaction.

Social support is the process by which others provide or exchange perceptual resources [12]. Human development is determined by the interaction between individuals and the social environment. We are all part of society. Social support has a great impact on the life and psychology of individuals influences the moral emotion theory of gratitude [28] believes that gratitude has moral motivation and can strengthen moral behavior. Individuals with a higher tendency to gratitude will show more pro-social characteristics to those who help themselves, such as expressing gratitude to the helper, and this may enable the helper to provide more help and support to the recipient. People who are grateful will perceive more social support, and those who receive more social support will have more life satisfaction [13] [14]. Therefore, gratitude will affect life satisfaction by affecting social support. It can be seen that increasing the gratitude of vocational students in future education is an effective way to improve their life satisfaction, such as strengthening family gratitude education, school model education, and participating in social voluntary activities in the future.

4.3 Significance and prospects

Higher vocational education is an important part of our country's education. It shoulders the mission of cultivating talents for economic and social construction and development. Promoting the healthy development of higher vocational students is an important development goal of vocational education [29]. This research not only enriches the theory of the effect of gratitude on the life satisfaction of vocational students, but also has reference value for improving the life satisfaction of vocational students.

First of all, gratitude not only directly affects the life satisfaction of vocational students, but also improves their life satisfaction by improving the level of social support of vocational students. Therefore, we should pay attention to the impact of gratitude on the life satisfaction of vocational students. The college period is a critical period for the formation and development of gratitude [4]. Therefore, we must pay attention to cultivating the gratitude characteristics of higher vocational students and use effective intervention methods to intervene to improve the gratitude level of young people. Empirical research has shown that intervening in gratitude can improve gratitude and life satisfaction [30]. Secondly, considering that social support plays a part of the mediating role between gratitude and life satisfaction, we should focus on promoting the gratitude and social support level of vocational students to help improve their life satisfaction.

5. Conclusion

This study draws the following conclusions: 1. Gratitude has a significant positive impact on the life satisfaction of vocational college students. 2. Gratitude has a significant positive impact on social support; 3. Social support has a significant positive impact on the life satisfaction of vocational college students; 4. Social support plays a role between gratitude and vocational college students' life satisfaction Part of the mediating role. Conclusion: Gratitude of vocational students not only directly affects life satisfaction, but also indirectly affects life satisfaction by influencing social support.

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Research on the Relationship between Entrepreneurial Competence and Entrepreneurial Intention of College Students in Western China: Moderating Role of Social Support

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Abstract

In order to clarify the influence of entrepreneurial competence and social support on entrepreneurial intention, and the moderating effect of social support on the relationship between entrepreneurial competence and entrepreneurial intention, this study selected 689 college students from 6 universities in the western part of China by using the entrepreneurship intention vector scale, entrepreneurship competency scale, and social support evaluation of college students as well as the questionnaire survey was conducted. The results show: (1) Entrepreneurial competence has a significant positive impact on entrepreneurial intention; (2) Social support has a significant positive impact on entrepreneurial intention; (3) Social support has a significant positive moderating effect between entrepreneurial competence and entrepreneurial intention.

Key words: entrepreneurial competence, entrepreneurial Intention, social support

1. Introduction

At present, innovation and entrepreneurship education in colleges and universities is a hot issue in the field of higher education, and university student entrepreneurial competency and entrepreneurial intention are a frontier research topic in the field of innovation and entrepreneurship education, but the research on the relationship between the two has not yet become the mainstream of innovation and entrepreneurship research, and it is still in the exploratory stage [1]. Entrepreneurship competency is essential to corporate growth and success [2]. College students, as a strong reserve force for entrepreneurs, possess entrepreneurial competence can effectively avoid failures caused by college students' blind entrepreneurship, and lack of entrepreneurial competence can make college students encounter difficulties or bottlenecks in entrepreneurship [3]. Entrepreneurship competence has a great effect on the success of college students' entrepreneurship. Krueger [4] proposed that the entrepreneurial intention is behind the entrepreneurial behavior. Without entrepreneurial intention, there will be no subsequent entrepreneurial behavior. Entrepreneurship intention is a prerequisite factor for college students to implement entrepreneurial behavior. College students need to have entrepreneurial intent before starting entrepreneurial activities. Only potential entrepreneurs with entrepreneurial intent can start entrepreneurial activities [5]. In other words, the premise for college students to start a business is to have entrepreneurial intentions. Obviously, the entrepreneurial competence and entrepreneurial intention of college students are conducive to the entrepreneurship of college students, and the lack of entrepreneurial competence and entrepreneurial intention will have a negative impact on college students' entrepreneurship. Therefore, studying the relationship between college students' entrepreneurial competence and entrepreneurial intention, and introducing new factors to enhance college students' entrepreneurial intention, plays a key role in enhancing college students' entrepreneurial behavior.

However, the research on the relationship between innovation and entrepreneurship and social

support is mostly for college graduates, and there is not enough research on innovation and entrepreneurship among college students, and most of the research is speculative and lacks empirical research [1]. Xie [6] research shows that sufficient social support can effectively improve the entrepreneurial intention of college students. Therefore, this study will also explore the impact of social support on college students' entrepreneurial intentions and consider the impact of environmental factors on the relationship between college students' entrepreneurial competence and entrepreneurial intentions. In addition, Qiao [7] found that the number of college students from universities in western China participating in innovation and entrepreneurship training programs and China's "Internet +" college student innovation and entrepreneurship competitions and other events accounted for a low proportion of the total number of students. This may be related to the lack of entrepreneurial intentions among college students in western China and the lack of support from schools and teachers.

To sum up, this study will use a questionnaire survey method, taking college students from universities in western China as the research object, and consider the relationship between entrepreneurship competence and entrepreneurship intention, as well as the relationship between social support and entrepreneurship intention. It is to explore the mechanism of environmental factors and social support between entrepreneurial competence and entrepreneurial intention, in order to provide an effective empirical basis for enhancing the entrepreneurial intention of college students in western China, so as to promote the entrepreneurial behavior and participation of college students in western China Enthusiasm for the event.

2. Literature Review

2.1 The relationship between entrepreneurial competence and entrepreneurial intention

American scholar Bird [8] first proposed the concept of "entrepreneurial intention" and defined entrepreneurial intention as the mental state of entrepreneurs directing their attention, energy and behavior to a specific goal. Thompson [9] defines entrepreneurial intention as "the belief that an individual plans to start a new enterprise". Combining China's national conditions and the actual situation of college students, this research refers to the definition of Liu [10], which defines entrepreneurial intention as a subjective attitude of college students' willingness to engage in entrepreneurial activities, which is a measure of the degree and ability of college students with entrepreneurial characteristics Generally described.

Liu, et al. [11] proposed that personal traits are one of the important factors that affect individual entrepreneurial intentions. The entrepreneurial competence is one of the personal characteristics [12]. Chandler and Hanks [13] proposed the concept of entrepreneurial competence for the first time, defining entrepreneurial competence as the ability to identify, foresee and use opportunities, which is the core competence of entrepreneurship. Mitchelmore and Rowley [14] defined entrepreneurial competence as a set of professional capabilities related to successful entrepreneurship, including identifying niche markets, environmental scanning, and taking advantage of opportunities. Combining China's national conditions and the actual situation of college students, this study adopts the definition of Ye and Tang [12], and defines entrepreneurial competence as college students' entrepreneurial competency refers to the specific subject of college students participating in entrepreneurial activities in the future entrepreneurial process A comprehensive personal trait embodied.

Existing empirical studies have shown that entrepreneurial competence is significantly positively correlated with entrepreneurial intention [15]. In a study of 433 Korean elderly in Jang and Ha [16], the higher the entrepreneurial ability of the elderly. The higher the

entrepreneurial intention. Based on the above discussion, this article proposes the following hypotheses:

H1: The entrepreneurial competence of college students in western China has a significant positive impact on entrepreneurial intentions.

2.2 The relationship between social support and entrepreneurial intention

The entrepreneurial intention model proposed by Lüthje and Franke [17] believes that social environmental factors are an important factor affecting individual entrepreneurial intentions. Whether it comes from school, family or society, an environment that hinders entrepreneurship will reduce individual entrepreneurial intentions, and an environment that supports entrepreneurship will promote individual entrepreneurial intentions. As an environmental factor, social support may have a positive effect on the entrepreneurial intentions of college students, such as the support of the social relationship between parents, teachers and schools. The academic research on social support can be traced back to 1960, but social support as a professional term was first proposed in the field of psychiatry after 1970 [18]. Among them, Cobb [19] believes that social support is information that leads the subject to believe that he is cared for and loved, respected, and is a mutual obligation network member. Sarason, et al. [20] proposed that social support means that individuals can rely on the existence or availability of people who let them know that they are cared for, valued, and loved. Combining China's national conditions and the actual situation of college students, comprehensive scholars Sarason, et al. [20], Wang [21], Wang [22] define social support as: college students' contributions from family, friends, teachers, and classmates The material and spiritual assistance obtained in social relations and the availability of such assistance.

In a study by Xie [6] taking 1,380 vocational students from 13 vocational colleges in Fujian, China, there is a positive correlation between social support and entrepreneurial intention, and social support has a significant positive prediction of entrepreneurial intention effect. Based on the above discussion, this article proposes the following hypotheses:

H2: The social support of college students in western China has a significant positive impact on entrepreneurial intentions.

2.3 The relationship between entrepreneurial competence, social support and entrepreneurial intention

Peng, et al. [23] constructed a structural model based on individual factors, social environmental factors and college students' entrepreneurial intentions, and proposed that there is a certain degree of interaction between individual factors and social environmental factors. In this study, entrepreneurial competence is a personal trait, which is an individual factor. And social support is the material and spiritual assistance of social relations to college students, which is an environmental factor. In other words, the interaction of entrepreneurial competence and social support may have an impact on entrepreneurial intentions.

The existing empirical studies have shown that the relationship between individual factor entrepreneurial competence and college students' entrepreneurial intentions is regulated by social environmental factors, that is, the entrepreneurial environment. Specifically, when the entrepreneurial environment is better, the role of entrepreneurial competence in promoting college students' entrepreneurial intentions will increase. However, when the entrepreneurial environment is poor, with the increase of entrepreneurial competence, the change of entrepreneurial intention will no longer be significant [24]. It can be seen that the interaction between entrepreneurial competence (individual factors) and entrepreneurial environment (social environmental factors) has a moderating effect on entrepreneurial intentions. In addition,

in the study of Jang and Ha [16] with 433 Korean elderly people as subjects, social support did not significantly regulate the relationship between entrepreneurial ability and entrepreneurial intention. Therefore, this study will take college students as subjects to verify the moderating role of social support in the relationship between entrepreneurial competence and entrepreneurial intention. Based on the above discussion, this article proposes the following hypotheses:

H3: Social support has a significant moderating effect between the entrepreneurial competence and entrepreneurial intention of college students in western China.

3. Research Method

3.1 Research objects

This research focus on college students from 6 representative universities in 5 cities of two provinces in western China as the research objects. 689 questionnaires were distributed through the internet and 689 questionnaires were returned. The effective response rate of the questionnaire was 100%.

3.2 Research tools

Entrepreneurship competency scale. This research mainly draws on the entrepreneurial competency scale compiled by Li [25]. The scale has 11 items and is divided into three dimensions, namely emotional competence, attitude or values, and knowledge acquisition in a certain field. The scale adopts the Likert 5-point scoring system. Reliability analysis results show that the Cronbach's α coefficient of the entrepreneurial competency scale is .911. The KMO value is .927, indicating that the scale was suitable for factor analysis. After factor analysis of the scale, it can be found that the variance explained by the three dimensions is 55.34%.

Entrepreneurship vector table. This research mainly draws on the entrepreneurial intention vector scale revised by Li [26], which has 5 items in a single dimension. The scale adopts the Likert 5-point scoring system. Reliability analysis results show that the Cronbach's α coefficient of the scale of entrepreneurial intention is .874. The KMO value is .795, indicating that the scale was suitable for factor analysis. After factor analysis of the scale, it can be found that the variance explained by the variance of a single dimension is 67.01%.

Social Support Rating Scale for College Students. This research mainly draws on the social support evaluation scale for college students compiled by Ye and Dai [27]. The scale has 17 items and is divided into three dimensions, namely subjective support, objective support, and support utilization. The scale adopts Likert with a 5-point scoring system. Reliability analysis results show that the Cronbach's α coefficient of the Social Support Rating Scale for College Students is .956. The KMO value is .948, indicating that the scale was suitable for factor analysis. After factor analysis of the scale, it can be found that the variance explained by the three dimensions is 76.73%.

3.3 Analysis method

Descriptive statistics and correlation analysis of entrepreneurial competence, entrepreneurial intention and social support of college students in western China are conducted, regression analysis is used to test the relationship among entrepreneurial competence, social support and entrepreneurial intention.

4. Research results

4.1 Common method deviation control and inspection

This study uses online questionnaires to fill in, separates the time and space of answering, and emphasizes the confidentiality of questionnaire information, collecting data for scientific research only, and adopting anonymous answering for procedural control. After the questionnaire was collected, the common method bias test was adopted. The entrepreneurial intention vector table has 1 factor feature value greater than 1, the entrepreneurial competency scale has 3 factor feature values greater than 1, and the social support scale has 3 factor feature values greater than 1, and The variance explained by the first factor is less than 40%, indicating that there is no serious common method bias problem in this study [28].

4.2 Correlation analysis

The descriptive statistics and correlation analysis results of each variable are shown in Table 1. Entrepreneurship competence and entrepreneurial intention are significantly positively correlated ($p < .001$), entrepreneurial competence and social support are significantly positively correlated ($p < .001$), suggesting that there was a significant positive correlation between support and entrepreneurial intention ($p < .001$).

Table 1 Correlation matrix of entrepreneurial competence, social support, and entrepreneurial intention ($N=689$)

Variable	<i>M</i>	<i>SD</i>	1	2	3
1. Entrepreneurial competence	3.457	.535	1		
2. Social support	3.574	.657	.676***	1	
3. Entrepreneurial intention	2.840	.857	.399***	.292***	1

* $p < .05$. ** $p < .01$. *** $p < .001$

4.3 Class regression analysis of entrepreneurial competence and social support to entrepreneurial intention

In order to consider the influence of entrepreneurial competence, social support on entrepreneurial intention, and the moderating role of social support in the relationship between entrepreneurial competence and entrepreneurial intention, the analysis is carried out by means of class regression. The analysis results are shown in Table 2:

Table 2 Class regression analysis of entrepreneurial competence, social support and entrepreneurial intention of college students in western China ($N=689$)

Variable	Entrepreneurial intention		
	Model 1	Model 2	Model 3
	β	β	β
Gender	-.102**	-.108**	-.120**
School level	.162***	.167***	.192***
Major	-.053*	.055	-0.087*
Entrepreneurial competence	.386***	.396***	.491***
social support		.074***	.079***
Entrepreneurial competence \times Social support			.034***
<i>F</i>	28.615***	32.196***	39.313***
<i>R</i> ²	.201	.284	.392
adj- <i>R</i> ²	.194	.277	.385
ΔR^2	-	.083	.108

* $p < .05$. ** $p < .01$. *** $p < .001$

From the results of the hierarchical regression analysis in Table 2, it can be seen that in Model 1, the regression analysis of the relationship between entrepreneurial competence and entrepreneurial intention is based on controlling gender, school level, and majors learned. Reached the significant level ($F=28.615$, $p<.001$), the standardized regression coefficient β value is $.386$ ($p<.001$) Reached the significant level, the adjusted R^2 is $.194$, showing that the entrepreneurial competence of college students is significant for entrepreneurial intention. Therefore, the hypothesis H1 of this study is supported, that is, the entrepreneurial competence of college students in western China has a significant positive impact on entrepreneurial intention.

In Model 2, after adding the social support variable, the entrepreneurial competence of college students still reaches a significant level ($F=32.196$, $p<.001$), indicating that both the entrepreneurial competence and social support of college students have a direct impact on the entrepreneurial intention. The result, and the adjusted R^2 is $.277$, which is an increase of $.083$ compared to Model 1, which shows that both the entrepreneurial competence and social support of college students have a significant positive influence on entrepreneurial intention. Therefore, this study assumes that H2 is supported, that is, social support of college students in western China have a significant positive impact on entrepreneurial intentions.

In Model 3, the interaction term of entrepreneurial competence and social support is put into the class regression analysis, and the standardized regression coefficient β is $.034$ ($p<.001$), and the adjusted R^2 is $.385$, which is better than model 2. An increase of $.108$ shows that social support has a significant positive moderating effect on the relationship between entrepreneurial competence and entrepreneurial intention. Therefore, this study assumes that H3 is supported, that is, social support has a significant positive moderating effect on the relationship between entrepreneurial competence and entrepreneurial intention of college students in western China. In order to further understand the moderating effect of social support between the entrepreneurial competence and entrepreneurial intention of college students in western China, the level of social support is divided into groups, and two regression lines are drawn. From the perspective of the slope of the social support index grouping (Figure 1), that is, when the social support is high, the impact of college students' entrepreneurial competence on entrepreneurial intention will be stronger. Social support is in the role of college students' entrepreneurial competence and entrepreneurial intention.

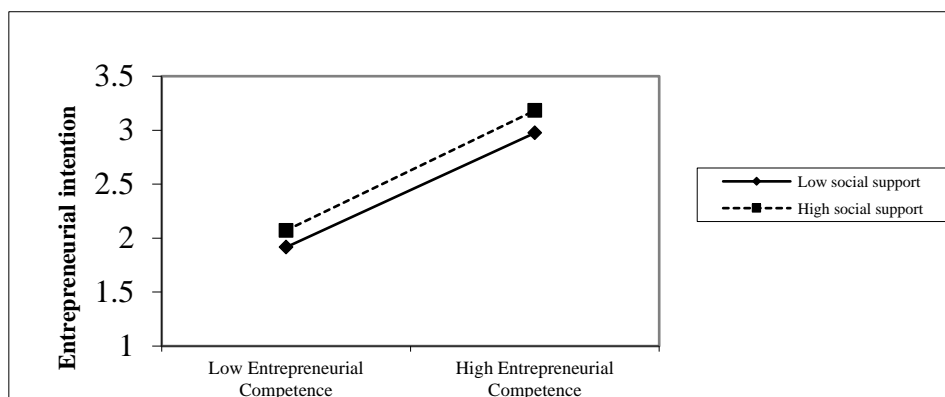


Figure 1 The moderating effect of social support on the entrepreneurial competence and entrepreneurial intention of college students in western China

5. Conclusions and Recommendations

5.1 Conclusion

The entrepreneurial competence of college students in western China has a significant positive impact on entrepreneurial intentions, which is in line with Naktiyok, et al. [29], Farhangmehr, et al. [30], Fernández-Pérez, et al. [31], Bonesso et al. [32] The research results are basically the same. It can be seen that improving the entrepreneurial competence of college students is one of the effective ways to enhance entrepreneurial intentions and contribute to the economic and social development of the western region. The social support of college students in western China has a significant positive impact on entrepreneurial intentions, which is basically consistent with the findings of Huang [33], Xie [6], etc. It can be seen that college students' entrepreneurship The level of intention is affected by social support, which helps to enhance the entrepreneurial intention of college students in the western region. Social support has a significant positive moderating effect on entrepreneurial competence and entrepreneurial intention of college students in western China. The interaction between entrepreneurial competence and social support can have an impact on entrepreneurial intention, similar to the results of [25].

5.2 Research limitations

This study takes college students from six universities in western China as the research object. Subject to the condition of the region, and personal abilities, the research results only represent the opinions of some college students. It is suggested that future research can expand the scope of research to the whole country or extend it to different types of colleges and universities. This study explores the moderating effect of social support on the entrepreneurial competence and entrepreneurial intention of college students. However, there are many factors that affect the entrepreneurial intention of college students. It is suggested that follow-up research can analyze whether there are other influencing factors and incorporate them into the research level to conduct more in-depth individual investigations, and use qualitative research or mixed methods research to make the research results more perfect.

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Study on the Relationship between College Students' Well-being and Innovation Behavior: The Mediating Role of Emotional Intelligence

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Abstract

Based on the social cognition theory, emotional intelligence is used as a mediating variable to establish a research model of the effect of well-being on innovation behavior. Using 753 college students from a university in Shaanxi Province to verify the research hypothesis, the following conclusions are drawn: (1) Well-being has a significant positive predictive effect on innovative behavior, the higher the Well-being is, the stronger the ability of innovative behavior is; (2) Emotional intelligence has a significant positive effect on innovative behavior; (3) There is a significant positive correlation between well-being and emotional intelligence; (4) Emotional intelligence has a partial mediating effect on the relationship between well-being and innovative behavior.

Key words: Well-being, Innovation Behavior, Emotional Intelligence

1. Introduction

Innovation is a novel combination of the knowledge that individuals possess and the new knowledge they acquire, which enables them to seek new opportunities and more effectively utilize existing ones [1]. Innovation Behavior usually takes place at the level of individuals, because individuals can generate new and novel ideas, which often reflect a broad shift in ideas and a reorientation of existing activities [2]. According to Amabile [3], when individuals show creativity and innovation, they can better complete tasks, thus improving individual performance in an uncertain environment. In the long run, individual innovation behavior of college students is also a key factor for their future growth [4]. Therefore, in order to improve the innovation level of college students, it is very important to study the antecedents of college students' innovation behavior.

Previous literature has studied the influencing factors of individual innovation behavior from different psychological perspectives, such as the psychological climate of innovation, cognitive needs, and psychological empowerment [5], [6]. Recently, an important psychological factor, namely well-being, has gradually emerged and been explored in social studies [7]. Existing literature shows that sustainable well-being plays an important role in life meaning and increasing organizational commitment [8]. Honkaniemi et al. [7] believe that there are eight possible links between well-being and innovation, but it is not clear which ones are suitable for Chinese individuals. Research results of Tamannaefar and Motaghedifard [9] indicate that there is a significant relationship between creativity and subjective well-being. These studies show that there is an obvious relationship between well-being and innovation ability. Therefore, one of the purposes of this study is to explore whether college students' happiness has a significant positive impact on innovative behavior.

Well-being is an individual's cognitive and affective assessment of the extent to which one experiences pleasant emotions, negative emotions, and life satisfaction [10]. According to Hashim and Tan [11], an individual's satisfaction is a key factor in determining his or her continuous behaviors (such as creativity and innovation). Positive emotions can help individuals retain information and promote creative problem solving. Zhang and Xiao [12] also believe that emotions and emotions are potentially key factors in creativity. Therefore, the second purpose of this study is to explore whether emotional intelligence of college students has a significant positive impact on innovative behavior. The higher the emotional intelligence, the higher the life satisfaction, the higher the positive emotions, thus improving the subjective well-being [13]. A large number of studies have shown that emotional intelligence is significantly related to individuals' mental health, coping efficacy and subjective well-being, and has a significant impact on individuals' cognitive intelligence, decision-making behavior, leadership and leadership performance. Some scholars believe that emotional intelligence is a key factor that determines a person to become a social pillar or a mediocre person [14]. Therefore, the third purpose of this study is to explore whether college students' happiness is significantly positively correlated with emotional intelligence.

Although well-being can influence an individual's innovative behavior, the effect may not be direct. In addition, well-being alone may not be enough as a predictor of innovative behavior. Previous studies have shown that there are few studies on students' innovative behavior and show contradictory results [15]. Some researchers consider these groups to be vulnerable groups who, according to some reports, are more often involved in harassment as victims and or harassers. Emotional intelligence is related to innovative behavior and can be used as a protective factor in these cases. However, the underlying mechanisms have not been fully explored, especially in the emotional aspects of innovative behavior [16]. Therefore, the fourth purpose of this study is to explore whether emotional intelligence plays a mediating role in the relationship between college students' happiness and innovative behavior.

2. Literature Review

2.1 Well-being

Well-being [17] was first used by Wilson [18] in an economic context and in the name of material well-being, that was, an individual's assessment of well-being in relation to goods and services that can be obtained through his income. In modern psychology, subjective well-being is conceptually defined as an individual's evaluation of his or her life, including a person's emotion or mood, and people's emotional response to their own experiences [19]. It refers to a perception of the degree to which a person's life is considered satisfactory or near ideal [19][20]. The use of subjective well-being in psychology has gone through two different stages [21]. The first phase focused more on the construction of well-being and satisfaction assessment tools, which led to some descriptive studies. The second phase focused on testing theories about changes in subjective well-being among different individuals. In general, subjective well-being is referred to the individual review of all aspects of life, including well-being, the joyful mood, life satisfaction and the lack of a sense of humor and or multidimensional structure [10], which consists of two dimensions: a cognitive (life satisfaction), and emotion (distribution by two independent factors: positive effect and negative effect) [10][21]. According to this view, subjective well-being will even affect all aspects of our life, and further affect social integration, and even be restricted by individual culture, values, life goals, personality, behavior, etc. [21]. The theory proposed by these authors [22] postulates that the social integration of college students is affected by three variables: interpersonal relationship, emotional balance and personal well-being. Emotional balance, on the other hand, is related to the emotional balance that students show when they relate to others. Finally, Su [20] draws on the definition of well-

being in this study and believes that well-being refers to the perception that college students' life is considered satisfactory or nearly ideal.

2.2 Emotional Intelligence

Mayer and Salovey [23] defined emotional intelligence as the ability to understand the meaning of emotions and their relationships, the ability to use knowledge to reason and solve problems, and the ability to use emotions to promote cognitive activities. They believed that emotional intelligence was the operation across the cognitive system and emotional system, which was usually carried out in a holistic way. Mayer and Salovey [23] divided the structure of emotional intelligence into the ability to evaluate and express emotions, the ability to regulate emotions, the ability to use emotions and other factors and their variables.

Goleman [24] proposed that emotional intelligence included the ability to recognize one's own emotions, manage one's own emotions, stimulate one's own emotions, recognize others' emotions and deal with interpersonal relationships. He divided the structure of emotional intelligence into self-awareness, self-management, social awareness, social skills and other factors and their abilities.

According to the theory of emotional intelligence, On [25], emotional intelligence was the sum of a series of emotional, personality and interpersonal abilities that affect an individual's ability to cope with environmental needs and pressures. He divided the structure of emotional intelligence into five dimensions including internal individual, interpersonal, adaptability, stress management and general mood and their seed components.

A large number of studies have shown that emotional intelligence and individual psychological health, operational effectiveness and subjective well-being, such as significant correlation, the cognition of individual intelligence and decision-making. Leadership and leadership performance have a significant impact, more scholars study the stand or fall of emotional intelligence is decided to a person as a pillar of the society or key factors of the mediocre [14]. Finally, using Mayer and Salovey's [23] definition as reference, this study believes that emotional intelligence refers to the ability of college students to recognize the meaning and relationships of emotions.

2.3 Innovation behavior

Based on the process theory, innovative behavior is regarded as an innovative process and a new method to solve problems [5]. They are a relatively mature and widely used scale based on the single structure, innovative ideas and thinking of employees. Similarly, Janssen [26] defines innovative work behaviors as those involving the generation, promotion and realization of ideas. And behaviors inspire the formation of unusual ideas, processes or products in any organization [27]. Individual innovation behavior has been found to be mainly related to individual characteristics such as innovative cognitive style and personality [5] [27]. Finally, Based on the definition of Zhang and Yang [28], they believed that the behavior of college students in a series of processes including the generation, promotion and execution of creative ideas.

3. Methodology

3.1 Research model

This study takes college students' well-being as independent variable, innovation behavior as dependent variable, and emotional intelligence as mediating variable. On the basis of the research hypothesis, the research model is proposed as shown in Figure 3.1:

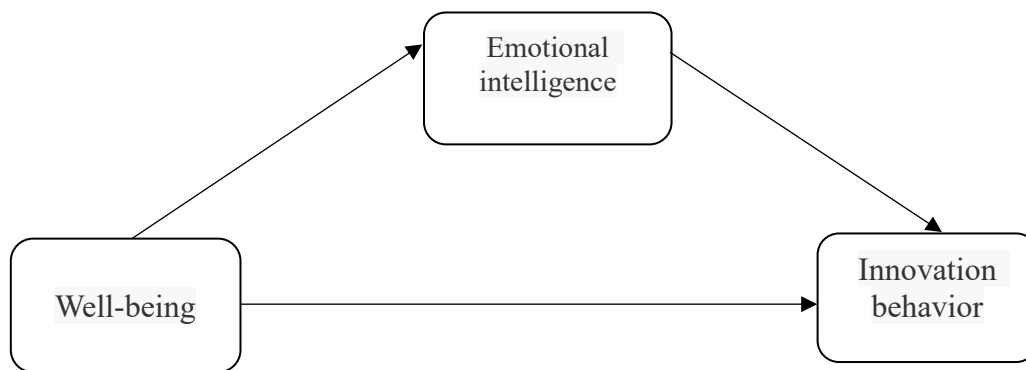


Figure 3.1 Research model
Source: This study is self-collated

3.2 Subjects

Shaanxi Province is one of the provinces with many colleges and universities in China. Especially in Xi 'an, the capital of Shaanxi Province, there are a large number of colleges and universities in Shaanxi Province, and it is the educational and cultural center of Shaanxi Province. Higher education is an important support and symbol for Shaanxi to build a strong western province in an all-round way. There are 108 institutions of higher learning in the territory, including 94 ordinary universities and 14 adult universities. The total number of students in higher education is 1,615,306 million, including 1,184,680 people in ordinary higher education (Shaanxi Provincial Department of Education, 2017) [29]. In this study, college students in A university in Shaanxi Province were taken as the research objects. Samples were taken from A University by means of intentional sampling. In this study, 765 formal questionnaires were distributed, and 753 valid questionnaires were obtained after the invalid ones were excluded, with the valid sample reaching 98.4%.

3.3 Research tools

Well-being scale: Su [20] developed students well-being scale, which was divided into five dimensions: life satisfaction, interpersonal harmony, academic achievement, a healthy body, optimistic hope respectively. Scale using Likert scale, divided into six levels from “very does not conform to the”, “quite does not conform to the”, “a little does not accord with”, “a little in line with the”, “very well”, to “fits”, giving 1 to 6 points respectively. The total score shows that, the higher the said well-being, the lower the conversely.

Emotional Intelligence Scale: It was compiled by Scott et al. [5] based on the theory of Mayer and Salovey [23] and has high reliability and validity. The domestic version of the scale was translated by Wang Caikang from South China Normal University, and its validity was also verified ($\alpha=0.83$). Scale, a total of 33 questions, can be used to evaluate students perception of themselves and others' emotions, understanding and expression ability to manage, control and use of a total of four dimensions, 5 rating, which is suitable for reverse scored 5, 28, 33. A reverse problem is reverse scored. Given five to one point, it shows that the higher the score, the higher the level of emotional intelligence.

Innovation Behavior Scale: Using Yang [29] adapted from Janssen [26] innovation behavior scale and referring to the Zhang [30] adapted from Kleysen and Street [31] of the scale of the related item, innovation Behavior Scale is divided into creative idea, creative idea promotion and creative ideas to perform three dimensions. Questionnaires at six adopt Likert scale, are

classified as “never”, “little”, “occasional”, “no” sometimes, “often”, “there are always”, respectively to give 1, 2, 3, 4, 5, 6 points, the higher the score, the higher the innovation behavior. Through the data analysis of the pre-test questionnaire, the Cronbach's α coefficient of the Well-Being Scale was 0.975, the Cronbach's α coefficient of the Emotional Intelligence Scale was 0.947, and the Cronbach's α coefficient of the Innovative Behavior Scale was 0.952. All the scales had good reliability and could be tested formally.

4. Results

4.1 Analysis of college students' demographic variables

According to the data, the majority of the samples were women, accounting for 65.2%. In terms of grades, juniors and seniors had more samples, accounting for 32.9% and 33.2% respectively.

4.2 Descriptive statistics

This paper analyzes the demographic variables that may affect college students' well-being, emotional intelligence and innovative behavior. The results showed that there were significant differences in innovation behavior between different genders ($t=3.340$, $P < 0.001$), but there were no significant differences in happiness and emotional intelligence. There were significant differences in happiness ($F=7.647$, $P < 0.000$) and emotional intelligence ($F=3.275$, $P < 0.05$) among different grades, but there was no significant difference in innovative behavior.

4.3 Correlation analysis

This section mainly discusses the degree of correlation between the well-being, emotional intelligence and innovative behavior of Chinese college students, which is analyzed by Pearson correlation coefficient, as shown in Table 4.1:

Table 4.1 Correlation analysis of college students' well-being, emotional intelligence and innovative behavior

variable	The average	The standard deviation	well-being	Emotional intelligence	Innovation behavior
well-being	4.205	0.899	1.000		
Emotional intelligence	3.626	0.486	0.662 * * *	1.000	
Innovation behavior	3.911	0.967	0.750 * * *	0.609 * * *	1.000

Note: *** means $P < 0.001$, ** means $P < 0.01$, and * means $P < 0.05$

Source: collated in this study

According to Pearson correlation coefficient analysis, there was a positive correlation between college students' well-being and emotional intelligence ($r=0.662$, $P < 0.001$). There was a significant positive correlation between well-being and innovative behavior ($r=0.750$, $P < 0.001$). There was a significant positive correlation between emotional intelligence and innovative behavior ($r=0.609$, $P < 0.001$).

4.4 Regression analysis

Correlation analysis shows that there is a significant positive correlation between emotional intelligence and innovative behavior. Therefore, this section takes emotional intelligence as the independent variable and innovative behavior as the dependent variable to conduct a regression analysis. The results are shown in Table 4.2:

Table 4.2 Multiple regression analysis of emotional intelligence on innovative behavior

The independent variables	Beta.	t	VIF	R squared	Adjusted R squared	F
		21.062				
Emotional intelligence	0.609	***	1.000	0.371	0.371	443.609 ***

Note: * * * p < 0.001

Analysis results show that the emotional intelligence and innovation behavior between the two variables 2 VIF is based in value is 1, so there is no collinearity problem. Table 4.2 shows that emotional intelligence of innovation behavior standardized regression coefficients of the beta value is 0.609, significant test of the t value is 21.062 ($p < 0.001$). It indicates that emotional intelligence has significant positive prediction function to the innovation behavior, which can explain the predictive power of 37.1%. As a result, the analysis results show that the research hypothesis H3 is established.

Table 4.3 Mediating effects of college students' happiness, emotional intelligence and innovative behavior

	Emotional intelligence			Innovation behavior					
	Beta.	t	VIF	M1			M2		
	Beta.	t	VIF	Beta.	t	VIF	Beta.	t	VIF
well-being	0.662	24.198 ***	1.000	0.750	31.074 ***	1.000	0.617	19.665 ***	1.780
Emotional intelligence							0.201	6.408 ***	1.780
R squared		0.438			0.562			0.585	
Adjusted R squared		0.437			0.562			0.584	
The F value		585.549 * * *			965.568 * * *			529.066 * * *	

Note: *** means $p < 0.001$

Source: collated in this study

4.5 Analysis on the Mediating Role of Emotional Intelligence in Well-being and Innovative Behavior

(1) With well-being as the independent variable, innovation behavior as the dependent variable regression analysis, the analysis results such as the one shown in table 4.3 model, 2 VIF is based = 1.000 that well-being of innovation behavior without collinearity problem, well-being is the standardized regression coefficients of beta 0.750, significant test of the t value is 31.074 ($p < 0.001$). This suggests that well-being has significant positive prediction function to the innovation behavior, which can explain the predictive power of 56.2%. The well-being of college students is higher; the ability of innovation behavior is also stronger. The analysis results show that hypothesis H1 is valid. This result is consistent with the research result of Liu [32].

(2) Take well-being as the independent variable, emotional intelligence as the dependent variable regression analysis, The results as shown in table 4.3:2 VIF is based a value of 1 indicates that there is no collinearity between well-being and emotional intelligence, and standardized regression coefficient beta 0.662, significant test of the t value is 24.198 ($p < 0.001$), and the well-being of the interpretation of the emotional intelligence forecasting is put

43.8%. It indicates that well-being has a significant positive effect on emotional intelligence. The analysis results show that the hypothesis H2 is valid. This is consistent with the research results of Rong [33].

(3) From table 4.3 model 2 well-being to join in the prediction model of innovation behavior intervening variable emotional intelligence ($\beta = 0.201$, $p < 0.001$), the well-being of innovation behavior prediction effect still exist, but significantly lower predictive power (β value fell from 0.750 to 0.617), and therefore can be judged in well-being and emotional intelligence, and it has partial intermediary effect between innovation behavior, on behalf of the college students' sense of well-being can affect innovation behavior through emotional intelligence. The analysis results show that hypothesis H4 is valid.

5. Discussion

5.1 Influence of background variables on innovation behavior

The results of this study show that the differences of different genders in innovative behaviors of college students reach a significant level, indicating that there are significant differences in innovative behaviors of different genders, and male students are significantly higher than female students, which is consistent with the research of Liao [34]. Analyzing the reasons, this may be related to the traditional Chinese concepts and family values, while men show more autonomy and initiative. However, there is no significant difference in innovation behavior among different grades. This is different from the study of Liao [34]. Liao [34] found that there were differences in grades, and the innovation behavior in senior year was the highest. Therefore, we should consider the gender difference when cultivating the innovative behavior of college students.

5.2 Relationship between College Students' Well-being, Emotional Intelligence and Innovative Behavior

The results of this study show that well-being has a significant positive impact on innovation behavior. This is consistent with the research conclusion of Liu [32]. Individual itself who felt the well-being index of higher college students more confidence and individual self-management ability, tend to believe to be able to use innovative ways to solve the problem by themselves, and even meet with difficulties will unswervingly to this, to the future full of expectation, to have a positive view on things, and thus promote more creative, higher innovation behavior. Therefore, the well-being of college students should be comprehensively improved, and then give play to the innovative behavior of students.

The results of this study show that emotional intelligence has a significant effect on innovative behavior. This is consistent with the views of Chen and Wang [35]. It is concluded that emotional intelligence is a key individual factor to induce college students' innovative behavior. Students with high emotional intelligence will receive positive evaluations in their subject areas, which will promote their innovative practices. Generally speaking, individuals with high emotional intelligence are relatively confident in their own attempts, believe that they can think of many solutions to problems, can implement new ideas in a timely and lasting way, and constantly exhibit innovative behaviors. Therefore, the level of emotional intelligence will affect the innovative behavior of college students, and higher emotional intelligence can promote the production of innovative behavior.

The results of this study show that well-being has a significant positive effect on emotional intelligence. This is similar to the research results of Rong [33]. College students with high well-being are likely to have higher emotional intelligence. When college students have high well-being, it is beneficial for individuals to have positive emotions, such as confidence, positivity, optimism, open-minded and cheerful outlook on life and attitude. These positive

emotions promote college students to love life more and have more creative ideas about things. When individuals with low well-being encounter setbacks and failures, they are prone to have negative emotions, boredom and indifference to things, thus reducing their emotional intelligence. Therefore, improving the sense of happiness can effectively improve the emotional intelligence of college students.

This study shows that well-being is not only a direct impact on innovation behavior, and emotional intelligence in well-being and innovation behavior has a mediating effect between them, the results verified the well-being and innovation behavior research, namely, well-being can be achieved by other variables affect innovation behavior, also can direct effects on innovation behavior. In this study, if college students can objectively know themselves, evaluate their abilities and improve their well-being index, they can establish positive beliefs for themselves thus improve their emotional intelligence and further improve their innovative behaviors. In other words, emotional intelligence can positively influence innovation behavior through well-being.

5.3 Research Recommendations

The university should improve the innovation behavior of college students by improving students' well-being and creating a good innovation platform, pay attention to well-being and carry out positive emotion education, cultivate students' correct understanding of well-being actively, improve college students' feeling of well-being and ability to obtain well-being. Schools should set up mental health education and counseling centers to carry out psychological counseling and training for students in a planned and targeted way, so as to continuously improve students' positive thinking and confidence, so that students can maintain a positive and optimistic attitude towards life and work, so as to more effectively assist students to improve their well-being and achieve the goal of innovative behavior.

Establish a good platform for cultivating innovative behavior. Universities should help and guide students to enhance the confidence of the innovation, give appropriate help on learning, encourage their learning new research method, develop a new angle of view, theory and practice of actively to carry out various activities to cultivate college students' innovative behavior, pay attention to physical exercise at the same time, strengthen the improvement of emotional intelligence, through the study of alternative thinking and words convince psychology skill, adjust to control your emotions, and improve well-being and emotional intelligence.

Educators should give encouragement and help students in all aspects of study and life, so as to improve students' innovative behavior. Pay attention to the support of students in all aspects, to establishing a good class atmosphere; In life, I sincerely care for students, cultivate their healthy and positive life attitude, encourage and praise them more, cultivate their self-confidence, make students have more creative faith in themselves, and constantly improve their sense of efficacy in the field of innovation.

Efforts to improve the ecological environment of family education, improve the quality of family education. A good family atmosphere will make college students feel happier. Parents are encouraged to be more rational in their education, to interact and communicate with their children, to understand their children's performance at school, and to care about their children from many aspects, so as to establish a good parent-child relationship. Parents encourage their children to expand their scope of life, broaden their horizon, respect their children's ideas and concepts, so that they can have a high sense of well-being. Through the positive emotions of well-being, they can show their ability to resist adversity, turn difficulties into help, and make

their children confident about themselves and full of hope for the future.

5.4 Research deficiencies and prospects

Due to the limitations of the results of this study, it is proposed to increase the research objects, adopt the research methods combining qualitative and quantitative, and add the research methods of relevant research variables, so as to make the subsequent related studies more rigorous and complete.

6. Conclusion

(1) Well-being has a significant positive predictive effect on innovative behavior, the higher the well-being is, the stronger the ability of innovative behavior is; (2) Emotional intelligence has a significant positive effect on innovative behavior; (3) There is a significant positive correlation between well-being and emotional intelligence; (4) Emotional intelligence has a partial mediating effect on the relationship between well-being and innovative behavior.

7. References

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The effect of proactive personality of college student On entrepreneurial intention: Taking entrepreneurial Self-Efficacy as a mediator

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Abstract

Objective: To explore the influence mechanism of Proactive Personality on College Students' entrepreneurial intention. **Methods:** 463 college students were investigated by using Initiative personality questionnaire, entrepreneurial self-efficacy questionnaire and entrepreneurial intention questionnaire. **Results:** 1. Proactive personality has a significant positive influence on college students' entrepreneurial intention; 2. Proactive personality has a significant positive influence on entrepreneurial self-efficacy; 3. Entrepreneurial self-efficacy has a Entrepreneurial self-efficacy has a significant positive effect on college students' entrepreneurial intention; 4. Entrepreneurial self-efficacy plays a fully mediating role between proactive personality and college students' entrepreneurial intention. **Conclusion:** In entrepreneurship education, we should be good at identifying individuals with high proactive personality, pay attention to cultivating college students' entrepreneurial self-efficacy, so that they can have better entrepreneurial confidence and form clearer entrepreneurial intention.

Keywords: Proactive Personality, Entrepreneurial Self-efficacy, Entrepreneurial Intention

1. Introduction

Entrepreneurship activities have a boost on economic promotion, relieving employment pressure and technological upgrading [1]. As the main force of mass entrepreneurship, college students have higher knowledge, good professional practical skills and better innovation platform, and have favorable conditions to become creators [2]. Intention is a better predictor of actual behavior than other variables, that is, the stronger an individual's intention to perform a behavior, the greater the likelihood of eventually putting that behavior into practice [3]. Thompson also pointed out that an individual's intention is the only and most effective predictor variable of behavior [4]. Without entrepreneurial intentions, individuals will not engage in entrepreneurial behavior. Entrepreneurial intention refers to the belief that an individual wants to start a company and plans to take action at some future time [5]. To promote entrepreneurial behavior among college students, the first step is to increase the entrepreneurial intention of the new generation of college students. Therefore, it is important to conduct research on entrepreneurial intentions of college students.

Proactive personality refers to a stable tendency of individuals to take active actions to influence the surrounding environment [6]. As a relatively stable personal trait of an individual, it mainly has three core characteristics: initiative, change-orientation and concern for the future [7]. Entrepreneurship is a behavior that requires individuals to actively seek opportunities and actively use them [8]. Individuals with high proactive personalities are better able to identify and exploit opportunities and act proactively and decisively until entrepreneurial intentions become reality, proactive personality traits are significant predictors of entrepreneurial

intentions [9]. Individuals with proactive personality traits prefer to challenge the status quo rather than passively accept their role, they are good at finding and capturing opportunities, and they can act proactively and decisively to make their entrepreneurial intentions a reality [10]. Therefore, the following hypothesis is proposed:

H1: Proactive personality has a significant positive effect on entrepreneurial intention. Entrepreneurial self-efficacy is the degree of belief or self-confidence that an individual has in the field of entrepreneurship on whether he can carry out tasks or activities related to entrepreneurship [11]. Belief and self-confidence are the entrepreneurs' confidence that they have the ability to influence their environment and achieve success through their corresponding behaviors [12]. The research shows that there is a significant positive correlation between entrepreneurial self-efficacy and entrepreneurial intention, and entrepreneurial self-efficacy can positively predict entrepreneurial intention [13]; individuals with higher levels of entrepreneurial self-efficacy have enhanced entrepreneurial outcome expectations and risk perceptions, and these factors can enhance entrepreneurial intention [14]. The results of confirmed that entrepreneurial self-efficacy can significantly affect entrepreneurial intention [15]; Therefore, this paper argues that entrepreneurial self-efficacy is an influential variable of entrepreneurial intention. Therefore, the following hypotheses are proposed:

H2: There is a positive and significant effect of entrepreneurial self-efficacy on Individuals with active personality like to challenge the status quo rather than passively accept their roles. Such people are more good at finding and capturing opportunities, taking actions proactively and decisively, and persistently until the actions have the desired effect. They can actively change the objectives of the organization, find and solve problems [16]. Because of the nature of personality which cannot be changed, it will have a long-term impact on the individual behavior. Individuals with high initiative personality can take initiative and decisive action until the intention of entrepreneurship becomes reality [17]. Numerous studies can show that entrepreneurial self-efficacy can positively and significantly influence entrepreneurial intentions. And entrepreneurial self-efficacy, as a measure of the strength of beliefs about one's behavior in the process of completing a task, can also be influenced by personality traits [18]. Therefore, this study believes that proactive personality can influence entrepreneurial intention through entrepreneurial self-efficacy. To sum up, the following hypotheses are proposed:

H3: College students' proactive personality positively and significantly affects entrepreneurial self-efficacy.

H4: Entrepreneurial self-efficacy mediates between proactive personality and entrepreneurial intentions.

2. Method

2.1 Subjects

Taking all students in a university in Guangxi as the mother group, questionnaires were distributed through Questionnaire Star, and 463 college students were selected as the research sample by convenience sampling, deleting the questionnaires with filling time less than 2 minutes, leaving 371 valid samples, including 120 male students and 251 female students; 220 freshmen, 97 sophomores, 38 juniors and 16 seniors.

2.2 Tools

Proactive Personality Scale (PPS) was developed by Bateman and Crant in 1993 [19]. Shang and Gan revised the Chinese version of the Proactive Personality Scale in 2009 [20], taking into account the actual situation in China. The scale has a unidimensional structure and contains a

total of 11 items. They were scored with 5-point Likert scale. The internal consistency reliability of the scale was 0.9049 and the split-half reliability was 0.8451. A large number of studies have demonstrated that the Proactive Personality Inventory has good construct validity. This study adopted the Entrepreneurial Self-Efficacy Scale developed by Tang [11], which contains five dimensions of innovation effectiveness, risk-taking, opportunity recognition, relationship coordination, and organizational commitment, with a total of 22 items, and a 5-point Likert scale. The internal consistency coefficients of the five dimensions were 0.860, 0.710, 0.760, 0.760, 0.730, and the reliability of the questionnaire was good. Also the scale has been adopted by several empirical studies and is suitable for 2nd order factorial CFA analysis or EFA analysis. This study adopted the Entrepreneurial Intention Questionnaire (EIQ) designed and developed [21], which consists of 6 questions and is scored on a 5-point Likert scale. The higher the total score is, the higher the entrepreneurial intention is, and the Cronbach α -coefficient is 0.953, which has good reliability.

3. Model Review

The assessment of the measurement model is divided into five stages: normality check, violation estimation test, model fit test, convergent validity test, and differential validity test.

3.1 Normal calibration

The choice of estimation method for structural equation models is based on the data assignment, with the most approximate estimation method prevailing if the sample data are multivariate normally assigned, and the asymptotic distribution freedom (ADF) method prevailing if the data assignment is non-multivariate normally assigned [22].

In the validation analysis of proactive personality, entrepreneurial self-efficacy, and entrepreneurial intention in this study, the skewness (SK) values of the observed variables in the three variables were (-1.039 to -0.06) (-0.568 to -0.036) (-0.173 to -0.011) and the kurtosis (KU) values were (0.060 to 1.315) (-0.154 to 0.750) (-0.295 to -0.081), the absolute values of both skewness and kurtosis are less than 2. Therefore, all observed variables (question items) in this study have univariate normality.

3.2 Test violation estimation

In a measurement model or structural model, if the measured indicators are outside the acceptable range, we consider that the model has obtained an inappropriate solution, and this phenomenon is known as offending estimate.

Table 1 Verification of Violation Estimation

Measurement variables	SFL (t)	EV
Proactive personality items	.503(9.781)-.775(16.988)	.310-.489
Entrepreneurial Self-Efficacy items	.551(11.086)-.891(21.353)	.145-.574
Entrepreneurial intention items	.782(17.623)-.886(21.425)	.218-.409

As shown in Table 1, the error variances for each item on the Proactive Personality Inventory ranged from .310-.489, with standardized regression weighted coefficients ranging from .503-.775 and corresponding t-values greater than 1.96, the error variances for each item on the Entrepreneurial Self-Efficacy Inventory ranged from .145-.574, with standardized regression weighted coefficients ranging from .551-.891 and corresponding t-values greater than 1.96; the error variances for each item on the Entrepreneurial Intentions Inventory ranged from .218-.409, with standardized regression weighted coefficients ranging from .782-.886. Therefore, there is no violation of the estimation problem for each variable in this model.

3.3 Test the fit of the model

As shown in Table 2, the absolute, incremental, and streamlined fit indicators for the proactive personality, entrepreneurial self-efficacy, and entrepreneurial intention constructs were found to be adequate.

Table 2 Model Fitness Checklist

Statistical quantification	Standard value	Proactive personality	Entrepreneurial self-efficacy	Business Intention
Absolute fit indicators	RMR Less than 0.08	0.037	0.400	0.035
	SRMR Less than 0.08	0.054	0.055	0.035
Incremental adaptation index	CFI Greater than 0.9	0.904	0.900	0.951
	IFI Greater than 0.9	0.905	0.900	0.951
Streamlined adaptation indicators	PNFI Greater than 0.5	0.688	0.741	0.568
	PGFI Greater than 0.5	0.578	0.668	0.396

3.4 Test convergent validity

Convergent validity and discriminant validity are collectively known as construct validity, and they are important measures of the intrinsic quality of the model. Convergent validity tests whether multiple question items developed with one variable finally converge in one factor (construct). It is mainly through the observation that the standardized factor load of variables must exceed 0.500, and the t-test time is significant; the combined reliability must be greater than 0.600; the average variation extraction of each potential variable must be greater than 0.500 [23]. On the whole, the dimensions of initiative personality, entrepreneurial self-efficacy and entrepreneurial intention can meet the requirements of convergent validity. Therefore, the internal quality of the measurement model is better.

3.5 Test differential validity

When the square root of ave of each facet is greater than the correlation coefficient of each facet, which accounts for more than 75% of the total number of comparisons, we consider that the model has discriminant validity [24].

Table 3 Distinct Validity Checklist

Structure	Correlation coefficient						
	A	B	C	D	E	F	G
A . Active personality	0.659						
B.Innovation Effectiveness Dimension	.644**	0.713					
C.Risk tolerance dimension	.578**	.750**	0.672				
D.Opportunity identification dimension	.588**	.703**	.646**	0.822			
E. Relationship Coordination Dimension	.593**	.691**	.617**	.618**	0.686		
F. Organizational Commitment Dimension	.585**	.607**	.581**	.549**	.615**	0.752	
G. Intention to start a business	.405**	.487**	.448**	.447**	.420**	.425**	0.834

As can be seen from the discriminant validity check table 3, the square root of the AVE for each construct ranges from 0.659 to 0.834, and the square root of the average variance extracted for each construct is cumulatively greater than the correlation coefficient for each construct 21 times, accounting for 100% of the 21 overall comparisons. From this, it can be judged that the scale has discriminant. On the whole, the intrinsic validity and extrinsic reliability of the conceptual model were good enough for the next step of structural model analysis and verification of the causal relationships among potential variables.

4. Results

4.1 Inter-variable correlation

Pearson product-difference correlation was used to analyze the relationship between the variables. When the correlation coefficient is positive, it means that there is a positive correlation between the two variables; when the correlation coefficient is negative, it means that there is a negative correlation between the variables. If p is less than .050, the correlation between the two variables is significant; on the contrary, if p is greater than .050, the correlation between the two variables is not significant. When the correlation coefficient is less than .400, it means low correlation; when the correlation coefficient is greater than .400 and less than .700, it means moderate correlation; and when the correlation coefficient value is greater than .700, it means high correlation [25]. The correlation matrix of each variable is shown in Table 4, and there is a significant low to medium positive correlation between proactive personality and entrepreneurial self-efficacy and entrepreneurial intention.

Table 4 Summary Table of Correlation Analysis

	Proactive personality	Business Intention	Entrepreneurial self-efficacy
Proactive personality	1		
Business Intention	.405**	1	
Entrepreneurial self-efficacy	.709**	.530**	1

** $p < .01$; *** $p < .001$

4.2 Overall model checking

4.2.1 Model adaptation diagram

In this study, the theoretical model was constructed through a linear structural equation model, and the causal model was validated using AMOS version 22.0 statistical software, and the results of the analysis were organized as shown in Figure 1.

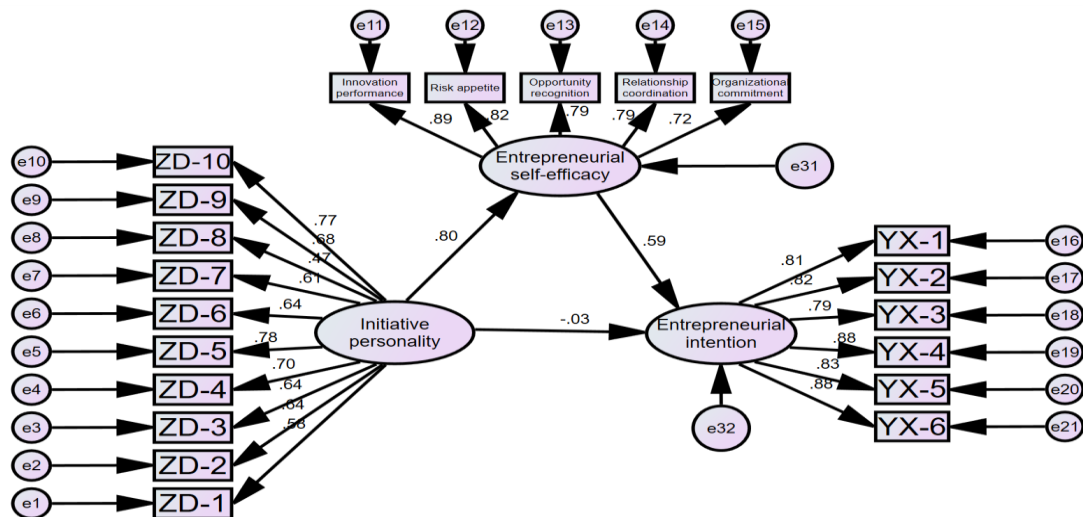


Figure 1 SEM model diagram

4.2.2 Violation estimation test

In this study, the error variances of the overall effect models of proactive personality, entrepreneurial self-efficacy, and entrepreneurial intention ranged from .088-.478, all of which were positive; the standardized weighted regression coefficients ranged from .469-.885, none greater than .950; and the standard errors ranged from .093-.191, and all t -values were significant, demonstrating that there were no large standard errors. Therefore, there is no violation of estimation in this model.

4.2.3 Overall model fitness check

In this study, in terms of absolute fitness index, AGFI=.836, RMR=.04, SRMR=.0542, reaching the fitness level; In terms of the incremental fitness index, the index NNFI (TLI)=.912, CFI=.922, IFI=.922, and the index values were all above .900, reaching the fitness standard. In terms of simple-effect adaptation index, PGFI=.699 and PNFI=.787, both greater than .500, meet the requirements of model simplification. To sum up, the display mode fit is still good.

4.2.4 Path relationship verification

As known from Table 5, The three hypotheses H1, H2 and H3 are valid.

Table 5 Summary Table of Effect Verification

Assumptions	Paths	Hypothetical relationships	Path value	Hypothesis valid or not
H1	Proactive personality → Entrepreneurial intention	Positive	.439***	Established
H2	Entrepreneurial self-efficacy → Entrepreneurial intention	Positive	.592***	Established
H3	Proactive personality → Entrepreneurial self-efficacy	Positive	.802***	Established

4.3 The mediating role of entrepreneurial self-efficacy

In this study, the structural equation model (SEM) is used to investigate the causal relationship between variables. When the relationship between variables is significant, it means that there is a direct effect between the variables; if it is not significant, it means that there is no direct effect between the variables. In addition, besides direct effects, there may be indirect effects between two variables, i.e., there may be mediating variables between two variables, provided that the direct effects between the variables are significant, and if any of the direct effects does not reach significance, the indirect effects cannot be established, i.e., there is no mediating effect [26]. Baron and Kenny think that the test of mediating effect should be verified by three regression models, the first is that the independent variable should be able to significantly predict the dependent variable, the second is that the independent variable should be able to significantly predict the intermediate variable, and the third is that the intermediate variable should be able to significantly predict the dependent variable. However, when the independent variable and the intermediate variable are put into the regression model at the same time, the prediction effect of the intermediate variable is significant, and the prediction effect of the independent variable decreases, then it is partial intermediary, and the prediction effect of the independent variable disappears, then it is completely medium introduction [27].

When the effect of proactive personality on entrepreneurial intention was tested alone, proactive personality had a positive and significant predictive effect on entrepreneurial intention ($\beta = .439$, $t = 7.531$); When entrepreneurial self-efficacy was introduced into the model, proactive personality had a positive and significant predictive effect on entrepreneurial self-efficacy ($\beta = .802$, $t = 11.428$), entrepreneurial self-efficacy has a positive and significant predictive effect on entrepreneurial intention ($\beta = .592$, $t = 5.761$), however, the effect of proactive personality on entrepreneurial intentions disappeared ($\beta = -0.032$, $t = -0.333$). Therefore, this study believes that entrepreneurial self-efficacy plays a fully mediating role in the relationship between proactive personality and entrepreneurial intention.

4.4 Intermediary effect test

In AMOS, a sample size of 2000 was set and a “bias-corrected non-parametric percentile” bootstrap method with 95% confidence intervals.

Table 6 Bootstrap Intermediary Effect Checklist

Proactive personality → Entrepreneurial Intention	Standardized path coefficient	95% CI for bias correction	
		Upper limit	Lower limit
Total effect	0.442	0.547	0.324
Direct effect	-0.032	0.202	-0.251
Intermediary Effect	0.474	0.698	0.276

As shown in Table 6, the 95% confidence interval for the mediation effect bias correction ranged from 0.276 to 0.698, which did not contain 0 and reached a significant level, so there was a mediation effect; the 95% confidence interval for the direct effect bias correction ranged from -0.251 to 0.202, which contained 0, so there was a full mediation effect; the 95% confidence interval for the total effect bias correction ranged from 0.324 ~ The 95% confidence interval for the total effect bias correction is between 0.324 and 0.547, which does not contain 0. The effect is again verified as fully mediated.

5. Discussion

5.1 Proactive personality has a significant positive effect on entrepreneurial intention.

The results show that proactive personality has a significant positive impact on College Students' entrepreneurial intention, which is consistent with the research conclusions of Guo [28]. College students with high levels of proactive personality are willing to change actively and choose entrepreneurship when they encounter an unsatisfactory employment or work environment, while those with low levels of proactive personality will only passively adapt to the environment and are unwilling to choose entrepreneurship. From this, we can get the inspiration that when doing entrepreneurship guidance and education for college students, we should not carry out it blindly, but can first carry out a survey on college students' personality and focus on targeted entrepreneurship guidance and education for college students with high predestined personality.

5.2 Proactive personality has a significant positive impact on entrepreneurial self-efficacy.

The results of this study showed that college students' proactive personality had a significant positive effect on entrepreneurial self-efficacy. Yao and other scholars found that proactive personality has a significant positive correlation with individual career decision-making self-efficacy, and college students' proactive personality can significantly predict career decision-making self-efficacy [29]. Individuals with high proactive personality always take the initiative to adapt or even change their environment, and at the same time, individuals with high proactive personality have the trait of resilience and can persist in overcoming various difficulties. In the process of entrepreneurial behavior, individuals gain self-confidence by giving full play to their abilities, thus promoting the development of self-efficacy.

5.3 Entrepreneurial self-efficacy has a significant positive effect on entrepreneurial intention.

The results show that the self-efficacy of entrepreneurship has a significant positive effect on entrepreneurial intention. It is consistent with the research conclusions of Yang Yue and other scholars [30]. Successful entrepreneurs, in addition to their core management ability and knowledge, must also have special entrepreneurial qualities, such as strong intention, will quality, innovation consciousness, personal charm, etc., which is exactly the quality of self-efficacy of entrepreneurship. Therefore, college students have a good sense of self-efficacy in entrepreneurship, which means having good entrepreneurial quality. When an individual is engaged in Entrepreneurship The higher the self-efficacy of entrepreneurship, the higher the entrepreneurial intention of college students.

5.4 The fully mediated role of entrepreneurial self-efficacy

The role of college students' proactive personality on entrepreneurial intentions disappears when the variable of entrepreneurial self-efficacy is introduced and must be realized through the variable of entrepreneurial self-efficacy. The reason for this may be because college students with high proactive personality show better self-efficacy in completing entrepreneurial tasks or wanting to achieve entrepreneurial goals, and these ways can significantly improve the qualities that college students need to have to start a business, and when one's qualities are improved, one's self-efficacy in completing something will naturally increase, therefore, proactive personality can significantly improve college students' entrepreneurial self-efficacy, and when college students have the confidence to start a business, their own entrepreneurial enthusiasm changes increase, and their entrepreneurial intention is significantly enhanced.

This study has important theoretical value for enriching the influencing factors of college students' entrepreneurial intention, and also has important reference value for promoting college students' entrepreneurial success. When conducting entrepreneurship education, we should be good at identifying individuals with high levels of proactive personality and giving timely training and guidance to improve the success rate of their entrepreneurship. Attention should also be paid to cultivating college students' entrepreneurial self-efficacy, having better entrepreneurial confidence and forming clearer entrepreneurial intentions.

6. References

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The Influence of Freshmen's Shyness on Students' Engagement under the Background of COVID-19--the Mediating Role of Coping Style

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Abstract

In order to study the relationship among Shyness, coping style and participation behavior of college's freshmen in the epidemic of COVID-19 in China. There are 300 college students in Hunan province were investigated with Shyness Scale (SC), Simple Coping Style Questionnaire (SCSQ) and Students Engagement Scale, and 292 valid questionnaires were collected. The results show that shyness has a significant negative effect on students' classroom participation under the background of mixed teaching normalization; Coping style plays a completely mediating role in the relationship between Shyness and Students Engagement. Therefore, cultivating and shaping positive Coping Styles and eliminating the Shyness of freshmen are effective ways to improve Students Engagement.

Keywords: Coping Styles, Students Engagement, Shyness

1. Introduction

The continuation of the epidemic has accelerated the process [1] of mixing online and offline teaching. After completing some online courses, college students coming back to school. At this time, they have to have face-to-face teacher-student and student-student communications. At the same time, they also have to face off-peak classes, off-peak classes, campus isolation measures, and warning signs for prevention and control everywhere [21]. It is easy for freshmen to have social anxiety, fear or behavior inhibition, namely Shyness. Shyness. Cheek and Buss [6] defines Shyness as being uncomfortable in front of others and being inhibited in behavior, which will have an impact on individual's physiology, cognition and emotion. Studies have shown that Shyness has a significant negative correlation [4] with the coping style. Coping style is an individual's self-regulation of emotion and thoughts response in the face of stress or the behavior, physiology and environment of events [27]. Changes in teaching style and living environment will make students have different Coping Styles, one is positive response to stressors (Positive Coping Style); The other is a negative reaction (negative coping style) caused by stress events in response to an emotional state (Negative Coping Style) [10]. One of the research goals of this study is whether students take an active part or regard it as a negative escape from burden when facing heavy academic pressure and fear under the continuous epidemic.

Students Engagement refers to the students' behavior, feeling and thinking in learning [18], which is often used to reflect the quality of teaching. Hughes and Coplan [16] pointed out that Shyness is unlikely to affect participation behavior in an offline Students Engagement study for primary school students. However, under the current epidemic situation, freshmen have postponed the start of school, so they can only take classes online at home, which make their space being relatively independent, their social ways are basically online, and there is no face-to-face communication. The research objects are adult college students, which may have an impact on the learning participation under the mixed teaching mode. Tan, et al. [26] pointed out that Shyness has a significant negative correlation with creativity engagement, and Shyness has

a significant predictive effect on Students Engagement [28].

Lazarus and Folkman [19] emphasized the coping mode of process, which pointed out that coping mode is a dynamic process in which individuals make changing thoughts and actions according to the changes of environment in stress situations to deal with internal or external demands. It plays a very important role in internal and external demands or behaviors. In this study, Shyness is a sign of emotional and behavioral inhibition, and an internal dynamic, while participation behavior is an external manifestation, and coping style may play an intermediary role between them. In addition, coping style has a significant predictive effect on Students Engagement [29], and coping style plays an intermediary role in Shyness and social emotional function [12] [17]. Social emotional function is a kind of control over emotion and behavior, and it is a dynamic process of thinking, which is similar to the learning engagement behavior in this study. Clarifying the relationship among the three will be helpful for educators to find ways to improve the Students Engagement of freshmen in the current background, and then enhance the teaching quality.

2. Literature Review

According to Lazarus and Folkman [19] transaction theory of stress and coping, individuals constantly evaluate stimuli in their environment. This assessment process will generate emotions. When stimulus is assessed as threatening, challenging, or harmful (i.e., stressors), the pain will start coping strategies to manage motions and take corresponding actions [13]. In this study, under the background of persistent epidemic situation, the stressors from the outside world make individuals restrained, which makes them produce emotional reactions and make corresponding behaviors.

2.1 Definition and connotation of Shyness

Shyness refers to an individual's psychological maladjustment and behavioral inhibition tendency in social situations, which has an impact on the individual's physiology, cognition and emotion [6]. Scholars who take trait theory as the theory think that Shyness is inborn, they also think that shy people have a highly sensitive nervous system, so they are more excited by nature, and tend to have inner subjective anxiety in social situations and tend to avoid situations that may attract others' attention. In social interaction, they often restrain their behavior, so they cannot communicate with others properly. From the perspective of temperament, unfamiliar situations can make individuals sensitive and cautious [3], [11] However, when students with behavior inhibition are faced with novel things, they will not only feel wary and wary of new things, but also have a lower threshold of physiological and psychological reactions, that is, they can cause individual physiological and psychological reactions only with a little stimulation [9]. Shy individuals will show obvious physiological reactions in the process of social interaction, such as blushing, shaking, rapid heartbeat and so on; They are passive, shy away from things, accompanied by negative emotions such as anxiety and worry, and show low self-identity [6], which will significantly reduce individual's participation in desired activities and affect the normal social interaction of individuals.

2.2 Definition and connotation of Coping Styles

Coping is an individual's self-regulating emotion and thoughts response to the behavior, physiology and environment in the face of pressure environment or events [27]. It is also a style or feature to keep relatively stable in various challenging situations [24]. There are generally ways for individuals to face Coping Styles. The so-called stress events mean that from the perspective of psychological counseling, people can be divided into two types in the face of stress, the first is the Coping Styles coping style focusing on problems, and the other is the

coping style focusing on emotions, the former is good at facing and the latter is good at escaping. However, each person's coping behavior type still has a certain tendency [31]. We should know that Coping is a multi-faceted strategy and a process of reflecting attitudes and behaviors. First of all, in the face of stress situation, the degree and time of influence of stress situation caused by different personal attitudes on individuals will be different. The attitude of the individual in the face of pressure is to face bravely and challenge bravely, and regard pressure as a challenge (achievement) to solve; Or in the face of great difficulties, stress is regarded as a kind of burden, and on this basis, the specific behavior made by individuals in the face of stress situations. Whether people actively solve problems or passively escape will also affect the performance of stress situations. These differences among cognition, attitude and behavior create the differences in Coping Styles of individuals in the face of stress situations.

2.3 Definition and connotation of Students Engagement

The earliest theory of participation is the participation-identity model [14], which emphasizes school participation. Participation is a manifestation of behavior, and identity refers to emotion, which is also the process of interaction between emotion and behavior. The collation of previous studies on the definition of Students Engagement from as shown in Table 3.1:

Table 3.1 Compilation of definitions of Students Engagement

Scholars	Definition
Marks [20]	It is a kind of psychological process, which is divided into the behavioral participation in activities inside and outside the classroom, recognition of the school, and emotional participation including the sense of belonging to the school.
Meyer and Turner [22]	Students Engagement includes behavioral participation and emotional participation. Behavioral participation is the effort, attention and persistence of students from the beginning of learning activities to participating in actions; Emotional participation is the emotional reaction of students in the process of learning, such as enthusiasm, interest and fun.
Appleton et al. [2]	It is regarded as the action energy linking individuals and activities, which can reflect the degree of active involvement of individuals in tasks or activities.
Kuh [18]	Students Engagement refers to the behavior, feeling and thinking of the students themselves in learning
Olivier et al. [23]	The input of learning emotion and behavior

Note: Researchers organized by themselves

2.4 Research on variables

After sorting out previous studies, it is found that Hughes and Coplan [17] pointed out that shyness is unlikely to affect participation behavior in an offline learning participation study for primary school students. However, under the current epidemic situation, freshmen will inevitably have social maladjustment and behavior inhibition, which will have a certain impact on the individual's physiology, cognition and emotion, and then affect the degree of learning participation. In addition, the research of Tan [26] pointed out that shyness has a significant negative correlation with creativity participation and learning participation [8]. Shyness can significantly predict learning participation [28]. From this infer H1: Shyness significantly negatively affects Students Engagement.

Lazarus and Folkman [19] pointed out in the stress process response mode: the response mode is a dynamic process used to deal with internal or external demands, in which individuals make

changing thoughts and actions according to changes in the environment. In this study, shyness is a sign of emotional and behavioral inhibition, an internal dynamic, and participation behavior is an external manifestation. In other words, college students are affected by many stressors in the continuous epidemic situation, and they are inhibited in their social behaviors on campus, thus breeding different emotions and thinking reactions and making different learning participation behaviors. In addition, some studies have shown that shyness has a significant negative correlation with coping styles [4], and there is a significant impact between them [12]; [17], coping style has a significant predictive effect on learning participation [30], and some studies have pointed out that coping style plays an intermediary role in shyness and social emotional function [12], [17]. Therefore, infer H2: coping style plays an intermediary role between Shyness and Students Engagement.

3. Method

3.1 The selection of participants

This study was conducted in the classroom of an engineering undergraduate college in Hunan Province. The teacher used the classroom time to scan the questionnaire code and fill in the answers. After the interviewees agreement, 300 questionnaires were collected, 8 invalid questionnaires were eliminated, and 292 valid questionnaires were recovered, with an effective recovery rate of 97%.

3.2 Instruments

Shyness Scale: The Shyness Scale compiled by Cheek [5] was adopted. The scale consists of 1 dimension, 13 items, which are scored by Likert 5 points, including “totally not adopted” to “totally adopted”. Among them, 3/6/9/12 questions were scored reversely. After project analysis and exploratory factor analysis, items 3 and 6 were deleted, and the remaining 11 items were retained. The higher the total score, the higher the degree of Shyness. Cronbach α coefficient of the scale was 0.90, and retest reliability after 45 days was 0.88.

Simple Coping Style Questionnaire (SCSQ): This paper adopts the Simple Coping Style Questionnaire (SCSQ) compiled by Xie [30], which includes two dimensions, namely, Positive response to 12 questions, Negative response to 8 questions, A total of 20 items, Likert 5-point, scoring is adopted, including “totally not adopted” to “totally adopted”, in which 13 to 20 questions in negative coping dimension are scored reversely, and 13 items are deleted and the remaining 19 items are retained after project analysis and exploratory factor analysis. The retest Cronbach α coefficient is 0.90, the reliability of positive coping subscale is 0.89, and the reliability of negative coping subscale is 0.78.

Students Engagement Scale: Drawing from the work of Shaari et al. [25], One dimension, 9 items, Likert 5 points, from “not adopted at all” to “adopted at all”, the higher the score, the higher the level of participation, and all items are retain after project analysis and exploratory factor analysis, A Cronbach α coefficient of the scale is 0.86.

3.3 Data Analysis

SPSS 22.0 version was used for statistical analysis in this study. The analysis methods involved are as follows:

- A. use project analysis, exploratory factor analysis for the selection of topics and test Scale reliability and validity.
- B. use descriptive statistics to process percentages, averages, and standard deviations to understand the current status of Shyness, coping style, and Students Engagement of freshmen.
- C. use multivariate regression analysis to test the relationship between variables.

D. use Bootstrap to test the intermediary effect.

4. Results

4.1 Common Method Deviation Check

Harman single factor test method was used to test the deviation of common method in this study. Exploratory factor analysis was carried out on all topics of each variable, and the results showed that the variation explanation rate of the first common factor was 20.513%, which was less than the critical standard of 40% [15], and six factors with characteristic values greater than 1 were separated out. Therefore, it is considered that the data of this study is less affected by the deviation of the common methods, and the relationships among the variables derived from the data are credible.

4.2 Descriptive statistics and correlation analysis of each variable

Descriptive statistical results show that Shyness = 3.042(0.698); Coping Styles = 3.230 (0.422); Students Engagement = 3.296(0.647), and the current situation belongs to the upper-middle level. There are 207 boys (70.9%) and 85 girls (29.1%).

The results of correlation analysis show that the variables belong to middle and low correlation, and Coping Styles and Students Engagement are positively correlated. The Shyness Cronbach α coefficient is 0.881, the Coping Styles Cronbach α coefficient is 0.801, and the Students Engagement Cronbach α coefficient is 0.887, as shown in Table 4.1:

Table 4.1 Summary of relevant analysis

Variable	M \pm SD	Shyness	Coping Styles	Students Engagement	Cronbach α
Shyness	3.042 (0.698)	1			0.881
Coping Styles	3.230 (0.422)	-.289***	1		0.801
Students Engagement	3.296 (0.647)	-.163**	.413***	1	0.887

** $p < .01$; *** $p < .001$

4.3 Intermediation effects of Coping Styles

Multiple regression analysis was used to test the relationship between variables. The result shows that Shyness had a significant negative effect on Students Engagement ($\beta = -.163$, $p < .01$); Shyness has a significant negative effect on coping style ($\beta = -.289$, $p < .001$); After the addition of coping style, the predictive power of Shyness on Students Engagement disappears ($\beta = -.047$, $p > .5$), and the explanatory power of R² has increased by 146, which indicated that coping style has a complete intermediary role in the relationship between Shyness and Students Engagement. The mediation effect was tested by using a bias-corrected 95% confidence interval Bootstrap (re-sampling 2000 times). The results show that the indirect effect is between .393 and .853, which does not include 0, reaching a significant level, indicating that there is mediation effect; The direct effect is between -.177-.108, including 0, which is a complete mediating effect [7]. As shown in table 4.2:

Table 4.2 Summary of mediation effectiveness

Path	β	t	R^2	F	VIF	CI 95%		Whether it is supported
						Lower	Upper	
SE ← S	-.163	-2.806**	.026	7.873**	1.000	-.279	-.010	H 1 supported
CS ← S	-.289	-5.141***	.084	26.428***	1.000	-.251	-.103	
S	-.047	-0.846				-.177	.108	H 2 supported
SE ← CS	.399	7.138***	.172	30.087***	1.091	.393	.853	

** $p < .01$; *** $p < .001$

S=Shyness; CSS=Coping Styles; SES=Students Engagement

5. Conclusion

5.1 Descriptive statistics and correlation analysis

First, this study explores the correlation among the three variables. The results showed that Shyness is negatively correlated with coping style and Students Engagement, which is consistent with the research results of Chen, et al. [4] and Chishti, et al. [8]. Shyness=3.042, which indicates that the Shyness of the freshmen is on the medium side, which may be related to the background of the epidemic situation. Freshmen have to study online at home after finishing the college entrance examination, and then return to school, have face-to-face communication with roommates, classmates, teachers which will inevitably lead to uncomfortable and restrained behavior [21], which is harmful to individual physiology and behavior [6]. Coping Styles = 3.230; The result of Students Engagement = 3.296 shows that freshmen's Coping Styles and Students Engagement are at a high level, which is related to the fact that the Scale dimension of coping style used in this study are only positive and negative, and the negative dimensions are scored reversely in statistical analysis, or it may be the freshmen's continuing learning habits after the college entrance examination and their curiosity about the new learning environment. Therefore, teachers should keep the attraction of knowledge when designing courses, make full use of the advantages of multimedia teaching, and maintain and improve students' participation in learning.

5.2 Interactions between variables

The results of multiple regression analysis show that shyness has a negative predictive effect on learning participation, which is consistent with the results of [28]. Obviously, when college students return to school to socialize, they are psychologically and behaviorally inhibited and produce negative emotions, which in turn affects the degree of students' learning participation. It is inconsistent with the research results of [16], which may be the reason why this study takes freshmen as the research object and is under the special background of COVID-19. Teachers should emphasize the warning role of epidemic prevention and control measures, rather than the stressors, guide students to establish a correct understanding of the impact of the epidemic, fully coordinate the students' awareness of mutual helping among students and reducing social behavior barriers.

Shyness has a negative effect on coping style, which is basically consistent with the research of [12], [17]. When college students produce shyness emotion, they tend to take stress as a burden, resulting in avoidance coping style. Teachers should help students sort out their academic stress and fear under the continuous epidemic situation in class meetings or group activities, reduce the negative impact of shyness, help students establish a problem-focused coping style, and actively solve problems.

The complete mediating effect of coping style between shyness and learning participation shows that with the addition of coping style, the influence of shyness on learning participation disappears completely, which provides an effective basis for teachers to help freshmen reduce their shyness in the new environment and improve their learning participation. At the same time, it also verifies the Lazarus and Folkman' [19] coping theory. Under the background of continuous epidemic situation, college students are affected by many stressors, and their behaviors are inhibited in campus social behaviors, resulting in different coping styles, thus affecting their learning participation behaviors. While teaching and educating people, teachers should strive to cultivate and shape students' problem-focused coping style and problem-solving ability and improve students' learning and participation behavior.

In this study, shyness is not the main influencing factor of learning participation. It is suggested that more influencing factors of emotion on participating behavior can be explored in future research, and more effective ways to improve learning participation can be found. In addition, under the context of the current epidemic situation, the psychological problems of college students are worthy of care and in-depth discussion. Schools and related educators should effectively formulate relevant guiding mechanisms, improve the psychological construction of college students, and strive to improve the degree of participation of college students in learning.

6. Acknowledgments

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The Relationship between Proactive Personality and Entrepreneurship Intention of College Students in China's Minority Area

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Abstract

Objective: Taking Guangxi Zhuang Autonomous Region as an example this study, explore the relationship between the Proactive Personality (PP) and Entrepreneurial Intention (EI) of college students in ethnic minority areas in China, and examines the mediating role of Grit. Convenient sampling is used to select college students from 6 universities to conduct a questionnaire survey, and the structural equation modeling (SEM) method is used for testing. The research results show that: college students' PP is at the upper-middle level, Grit is at the upper-middle level, and EI is at the middle level. PP, Grit, and EI are significantly positively correlated, Grit has a partial mediating effect between PP and EI. Finally, research and discussion were carried out, future research directions were proposed.

Keywords: College students, Proactive Personality, Grit, Entrepreneurial Intention

1. Introduction

In recent years, with the increasing development of science and technology in the Internet age, artificial intelligence has replaced manpower in many fields, which results in the reduction of jobs in related industries. At the same time, the number of universities in China has been increasing and the number of graduates has been increasing. This has created an imbalance with the shrinking of jobs in the Internet era. Entrepreneurship is an important measure to increase jobs and relieve employment pressure [1]. In 2014, China proposed the strategy of "Mass entrepreneurship and innovation". The entrepreneurial ability of college students in border minority areas is a measure of as an important factor in evaluating the effectiveness of this strategy. It is particularly important for colleges and universities running in border ethnic regions to increase the entrepreneurial intentions of college students. However, it is a difficult process from generating EI to entrepreneurial action. This process firstly depends on whether college students have the intention to actively start a business, such as the PP, secondly, whether they have the Grit to persist in starting a business. With regard to the level of Grit of college students, relatively few scholars pay attention to it, especially in terms of EI.

Guangxi has continuously optimized its economic development structure. Strategies such as the ASEAN Free Trade Area and "the Belt and Road", has created a good environment and opportunities for college students in Guangxi to start their own businesses. The "Dongrong" proposed in 2018 has brought rare new opportunities for the development of Guangxi. Guangxi has become a "blessed place" for college students. Therefore, this study takes college students in Guangxi as an example.

2. Literature Review

2.1 Entrepreneurial Intentions

Bird is the first to propose "Entrepreneurial Intentions" (EI). He believes that entrepreneurial intention is a mental state for entrepreneurs to pursue entrepreneurial goals and invest a lot of

financial, material, and energy for them. The higher the entrepreneurial intention, the greater the possibility of the realization of the entrepreneurial idea [2]. EI can predict the best indicator for individuals to perform any planned behavior. Studying the EI of college students can understand the extent to which they are willing to carry out entrepreneurial actions [3]. It is an important indicator for predicting the occurrence of individual entrepreneurial planning behavior. Therefore, understanding and improving the degree of college students' entrepreneurial intention plays an important role in promoting the realization of college students' entrepreneurship.

2.2 The relationship between Proactive Personality and Entrepreneurial Intentions

The behaviors that people take in changing the external environment have different tendencies, and these tendencies are not explained by the "Big Five" personality traits. They call this personality "Proactive Personality" (PP), the individual is not affected by the situation. Restricted by resistance, a relatively stable personality or behavioral tendency that consciously adopts active behavior and constantly explores new ways to affect the surrounding environment [4].

Personality as an individual internal factor affects people's attitudes and behaviors to a large extent [5]. In recent years, more and more studies have focused on the role of personality factors in the development of their own EI. People with strong proactive tend to stand out, and become more energetic, able to accurately predict personal entrepreneurial intentions [6]. Individuals with high PP are more likely to choose entrepreneurial activities, and their EI will be higher. The personality of students has an important effect on their EI [7]. Personality plays a key role in determining whether they can develop EI [8], [9], [10], [11].

2.3 The relationship between Proactive Personality and Grit

Grit is related to Personality Traits. Duckworth define it as Grit and enthusiasm for long-term goals. It is an individual feature of non-cognitive ability, which is embodied in the psychological ability to pursue long-term. The personality of entrepreneurs has an influence on Grit [13], and the PP of initiative are correlated with Grit. Grit is inseparable from personality, people with high grit will have relatively well personality qualities [14].

2.4 Research Questions

Entrepreneurship is a process that requires long-term persistence and may even face setbacks and failures. This process requires strong grit as support. Without the support of strong Grit, EI may change from an early age to nothing. People with strong Grit will not give up easily when faced with difficulties or failures and will even make more efforts to persist until the end [15]. Grit includes "Consistency of Interest" and "Perseverance of Effort". Consistency of Interest refers to the tendency to maintain interest and goals for many years despite failure or setbacks. Perseverance of Effort is a tendency to deal with challenges and keep working hard even in the face of difficulties and setbacks. Grit has an impact on an individual's motivation, intention, behavior. Although entrepreneurial enthusiasm will promote the generation of individual EI, Grit can predict the completion of challenging goals, despite obstacles and setbacks [16], [17], [18].

Have discussed the relationship between PP, Grit and EI in previous exploration. PP will affect Grit and EI, and Grit will also affect EI. This shows that PP and Grit will affect EI. Based on the literature review above, it meets the basic requirements of intermediary. Therefore, this study uses college students' PP as the independent variable, Grit as the mediation variable, and EI as the dependent variable to explore the relationship between the three to solve the following problems:

- Question1: What is the status quo of the PP, Grit, and EI of college students?
 Question2: How does the PP of college students affect their EI?
 Question3: How does the PP of college students affect Grit?
 Question4: Does Grit play a mediating role between the PP and EI of college students?

3. Method

3.1 Research Framework

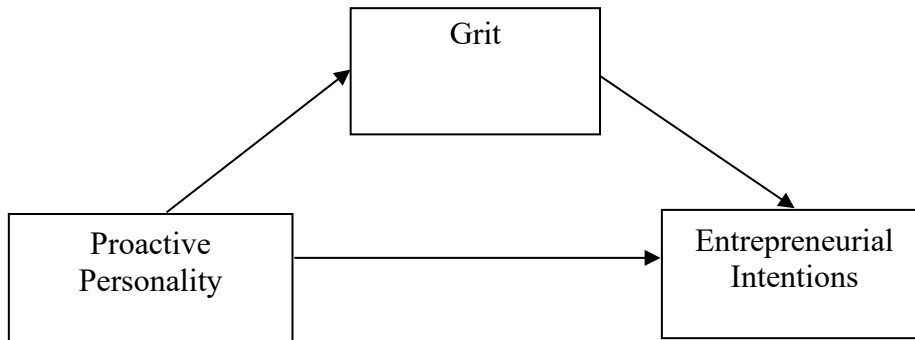


Figure 1. Research framework

3.2 Research Subjects

In this study, college students from 6 universities in Guangxi Zhuang Autonomous Region, selected the research objects of China, and adopted a convenient sampling method to conduct a questionnaire survey. Each university randomly sent 100 questionnaires. Actually, 412 questionnaires were collected, 29 invalid questionnaires were excluded, 383 valid questionnaires, and 92.96% valid questionnaires. The demographic characteristics of the study subjects are shown in Table 1.

Table 1 Basic information table of valid sample of research questionnaire (N=383)

Background Variables	Category	N	Percentage
Gender	Male	140	36.6%
	Female	243	63.4%
Grade	First grade	115	30.0%
	Second grade	47	12.3%
	Third grade	54	14.1%
	fourth grade	467	43.6%
Subject	Arts students	149	38.9%
	Science students	234	61.1%

3.3 Research Tools

Proactive Personality Scale: adopting the Proactive Personality Scale (PPS) revised by Shang, Gan (2009) according to Thomas' "PPS" [19], [20], single-dimensional Structure, a total of 11 items, using Likert5-point scoring. In this study, the Cronbach's α of the scale is .889, and the load of each item factor ranges from .508 to .855, indicating that the scale has well reliability and validity.

Grit: Grit-S revised by Duckworth and Quinn [21], including "Consistency of Interest" and "Perseverance of Effort", 8 items, and Likert5-point scoring. In this study, the Cronbach's α of the scale is .838, and the load of each item factor ranges from .619-.877, indicating that the scale has well reliability and validity.

Entrepreneurial Intentions: The entrepreneurial intention vector scale designed and developed by Chen' EIS [22], this scale has a dimensional structure, a total of 5 items, and a Likert5-point scoring. In this study, the scale Cronbach's α is .948, and the factor loading is from .806 to .929, indicating that the scale has good reliability and validity.

3.4 Data analysis

In this study, SPSS 24.0 and AMOS 21.0 were used for data processing and statistical analysis including descriptive statistical analysis and correlation analysis, AMOS was used for model testing, and the significance of the mediation effect was tested by Bootstrap Intermediary.

4. Result

4.1 Demographic variable description and difference analysis

4.1.1 gender

As shown in Table 2, there is no significant difference between male and female students in PP and Grit, but there is a significant difference in EI ($t= 5.159, p<.001$), and the PP of male students is significantly higher than that of female students.

Table 2 Descriptive statistics and difference analysis of gender

Variable	Male		Female		t-value	Compare
	M	SD	M	SD		
PP	4.1253	0.547	4.0277	0.513	1.720	-
Grit	3.706	0.526	3.664	0.512	.763	-
EI	3.670	0.813	3.206	0.902	5.159***	M > F

*** $p<.001$

M=Male; F=Female

4.1.2 grade

As shown in Table 3, students of different grades have significant differences in PP ($F= 2.813, p<.05$). The PP of the first grade students is significantly higher than that of the second and third grades, and the students of different grades are present in EI Significant difference ($F= 5.348, p<.01$), the EI of the first grade students was significantly higher than that of the third and fourth grades. There is no significant difference between students of different grades in Grit.

Table 3 Descriptive statistics and difference analysis of grade

Variable	1		2		3		4		F-value	Compare
	M	SD	M	SD	M	SD	M	SD		
PP	4.136	0.514	3.927	0.583	3.960	0.572	4.086	0.496	2.813*	1>2; 1>3
Grit	3.694	0.504	3.532	0.502	3.773	0.618	3.681	0.489	1.912	-
EI	3.630	0.740	3.430	0.859	3.156	1.070	3.258	0.912	5.348**	1>3; 1>4

** $p<.01$; * $p<.05$

1=First grade; 2=Second grade; 3=Third grade; 4=Fourth grade

4.1.3 subjects

As shown in Table 4, there is no significant difference in Grit and EI between students of different subjects, but there is a significant difference in PP ($t= 2.584, p<.05$). The PP of Arts students is significantly higher than that of Science students.

Table 4. Descriptive statistics and difference analysis of subjects

Variable	A		S		t-value	Compare
	M	SD	M	SD		
PP	3.977	0.537	4.119	0.514	2.584*	A<S
Grit	3.681	0.551	.495	0.495	.051	-
EI	3.336	0.917	3.401	0.885	.697	-

* $p < .05$

A=Arts students; S=Science students

4.2 Descriptive statistics and correlation analysis

This study conducted a descriptive statistical analysis of college students' PP, Grit, and EI. As shown in Table 5, the average score of PP's project is 4.063 points, which is higher than the theoretical median, indicating that the participants' PP is at an upper-middle level; Grit's project the average score is 3.680 points, which is higher than the theoretical median, indicating that the participants' Grit is at an upper-middle level; the average score of EI items is 3.376 points, which is between the theoretical median, indicating that the participants' EI is at a moderate level. PP and Grit were significantly positively correlated ($r = .699, p < .001$), PP and EI were significantly positively correlated ($r = .589, p < .001$), and Grit and EI were significantly positively correlated ($r = .514, p < .001$). The results show that the relationship among PP, Grit, and EI is relatively.

Table 5. Descriptive Statistics and Correlation Matrix of the Variables

Variable	M	SD	PP	Grit	EI
PP	4.063	0.530	1		
Grit	3.680	0.517	.699***	1	
BI	3.376	0.898	.589***	.514***	1

*** $p < .001$

4.3 Analysis of Grit Mediation and Model Test

It can be seen from Table 6 that there is a significant positive correlation between PP, Grit, and EI. In order to examine the relationship among college students' PP, Grit, and EI and test the mediating role of Grit, a structural equation model was used to construct a model of the relationship between the three variables. The results show that $\chi^2/df = 5.542$, which is close to the reference value of 5. The model fitting indices GFI, CFI, NFI, and IFI are all close to the reference value .9, SRMR = .082, and RMSEA = .086, which are close to the reference value. The index is close to the reference value standard, indicating that the model fits well.

Table 6. Model Fit Index

Detection Indicator	χ^2/df	GFI	CFI	NFI	IFI	AGFI	SRMR	RMSEA
Test results	5.542	.894	.897	.884	.898	.821	.081	.083
Reference	<5.000	>.900	>.900	>.900	>.900	>.800	<.080	<.080

From the SEM model diagram of the PP, Grit, and EI of college students (Figure2), the PP has a significant direct impact on the EI ($\beta = .41, p < 0.05$), and PP has a significant positive impact on Grit ($\beta = .84, p < 0.01$). Grit will have a significant positive impact on EI ($\beta = .25, p < 0.01$). This shows that Grit plays a partially mediating role in the influence of PP on EI.

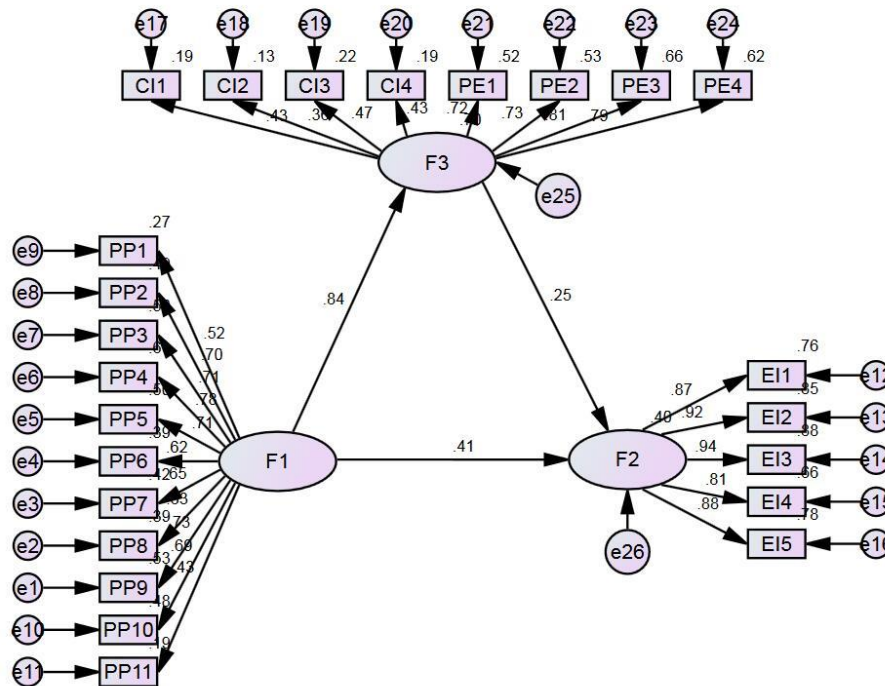


Figure 2 SEM model diagram

On the basis of the above analysis, this study used the non-parametric percentile Bootstrap method to test the significance of the mediating effect in the model. 2000 Bootstrap samples were randomly selected from the original data. The results are shown in Table 7. The 95% confidence interval of the non-parametric percentile mediating effect of deviation correction does not contain 0, indicating that the mediating effect is established.

Table 7. Bootstrap Intermediary Effect Checklist

PP → EI	Standardized path coefficient	95% CI for bias correction	
		Upper limit	Lower limit
Total effects	.621	0.694	0.537
Direct effects	.409	0.664	0.169
Intermediary Effects	.212	0.681	0.022

5. Discussion

5.1 Analysis conclusion

This research mainly draws the following conclusions:

The status quo of college students' PP is at the upper-middle level. There are significant differences in PP in gender. Boys are significantly higher than girls, and there are significant differences in subjects. Arts students are significantly higher than Science students. However, there are no significant differences in PP among the grades.

The Grit of college students is at the upper-middle level, and there is no significant difference in Grit in gender, grade and subject category.

Third, the EI of college students is at the upper-middle level, and there is no significant difference in gender in active personality. In terms of grades, first-year students are significantly higher than second- and third-year students, and in terms of subjects, Science students are significantly higher than Arts students.

5.2 Research discussion

This research explores the relationship between PP and college students' EI. The results show that PP has a significant positive predictive effect on college students' EI, and Grit plays a part of the intermediary between college students' PP and EI effect.

5.2.1 Improve the Proactive Personality of college students

College students with a high level of PP prefer to engage in challenging jobs and tasks, or when faced with an unsatisfactory working environment, they are likely to change their minds actively and look for opportunities to change the status quo, consider starting a business and turn to action. College students with a low level of PP are more content with the status quo, passively accept the status quo, and are unwilling to choose to start a business. In this study, PP of college students is not at a level high, and being in the middle of the level has also led to their low level of EI. In the entrepreneurial education of college students, should regard the PP as the core quality of students' entrepreneurship, should develop the PP throughout the entire process of college entrepreneurship education. The school can enhance students' PP, play the role of the main channel for shaping students' entrepreneurial personality training, thereby continuously improving the pertinence of entrepreneurial education and effectiveness [23]. In the entrepreneurship education of college students, therefore, do not blindly encourage college students to start their own businesses. They should be good at finding students with a high level of PP, and strengthen entrepreneurship training and education for them, so that they can discover more entrepreneurial opportunities and be more willing to implement them. Entrepreneurial action, play a better performance in entrepreneurship. By cultivating and enhancing their PP, thereby enhancing their EI.

5.2.2 Strengthen the Grit of college students

Entrepreneurship is a long-term process. To generate entrepreneurial intentions requires which refers to the interest orientation, and also long-term effort and energy from students, as continuous overcoming of difficulties and challenges. Grit not only requires individuals to adhere to long-term goals, but also the ability to deal with setbacks and obstacles. Previous studies have found that Grit can be cultivated [24], [25].

Therefore, in entrepreneurship education, should focus on cultivating students' ability to stick to their goals and work hard for them, rather than just being consistent in their goals. A series of learning tasks or physical training can be used to train students to challenge difficulties and perseverance, actively guide students to establish long-term interest goals, especially entrepreneurial goals, in entrepreneurship education. Encourage and support students to persevere in achieving their goals, to further enhance students' entrepreneurial intentions by improving their Grit.

5.3 Suggestions for future research

This study, takes Guangxi Zhuang Autonomous Region Autonomous Region as an example, uses a questionnaire to explore the relationship between the PP, Grit, and EI of college students in China's ethnic minority areas. Category is used as a background variable. It is found that the differences in PP, Grit, and EI in these background variables are not very obvious. It may also be that college students in an ethnic area are not representative enough. It's suggest that in future research: firstly, consider adding students' family background and growth environment, and if conditions permit, can also add master's and doctoral degrees. Secondly, expand the source of research objects and include students from other ethnic minority areas.

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Relations between Parenting Style and Dormitory Interpersonal distress: The Mediating Role of Empathy

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Abstract

This research is mainly to explore the relationship among college students' parenting style, empathy and dormitory interpersonal distress. 468 college students completed the questionnaire of parenting style, empathy scale, and dormitory interpersonal distress questionnaire. Analysis of Structural equation model showed that: (1) dormitory interpersonal distress was significantly negatively correlated with empathy, father's/mother's emotional warmth, and significantly positively correlated with father's/mother's over-protection and father's/mother's rejection; (2) Empathy completely mediated the relationship between mother's/father's emotional warmth and dormitory interpersonal distress; (3) Empathy played a partially mediated role in the influence of father's/mother's rejection on dormitory interpersonal distress; Suggestions are put forward to improve college students' dormitory interpersonal distress, and the future research prospects are also discussed.

Key words: Parenting style, Interpersonal distress, Empathy

1. Introduction

Dormitory interpersonal relationship refers to the relationship which includes the spiritual relationship developed during the period of roommates' living and studying together and the interactive relationship developed by exchanging thoughts, knowledge and emotions [1]. Based on statistics analysis, the average Chinese college student spends 13 to 14 hours in dormitory daily [2]. Dormitory life can promote college students' humanity, wisdom, courage, and happiness [3], and the whole dormitory interpersonal relationship and mental health status affect individual's psychological health condition directly [4]. Those who have tense relationships with roommates are reported with more symptoms of somatization and more anxiety, paranoid and psychotic manifestations [5]. Interpersonal relationship can affect individual's mental health, for instance, depression [6], emotional distress [7] and so on. Roommates' characteristics can affect the academic achievements with one another [8]. Interpersonal skills and trust were positively correlated with college students' sense of belonging [9]. However, most of existing studies only discuss the relationship between college students' dormitory interpersonal relationship and a certain influencing factor, such as parenting style, empathy, trust, etc. [10], but there are few studies discussing on the influencing mechanism of college students' dormitory interpersonal relationship. Therefore, it is meaningful to discuss the mental mechanism of college interpersonal distress deeply as well as the ways to maintain and promote college students' mental health.

Parenting style is the relative fixed behavioral pattern and behavioral tendency to children in a core family. It is also the attitude conveyed to their children by parents and the aggregation of emotional atmosphere from parents' actions [11]. Parenting styles and parental attitudes have positive influence on the psychology and personality development of young people [12].

Previous studies have found that parenting style and parent-child relationships affect young people's psychological health and interpersonal relationships [13]. Positive parenting style has a positive effect on college students' interpersonal communication abilities [14], and negative one predicts college students' interpersonal distress positively [15]. On average, there is a mild interpersonal distress in communication among college students [16]. Warm parenting style can positively predict college students' prosocial activities [17]. Mother's emotional warmth is positively correlated with college students' awareness of social responsibility [18]. But what relationship between parenting style and college students' dormitory interpersonal distress? For this purpose, this research put forward hypothesis 1: Positive parenting style negatively predicts college students' dormitory interpersonal distress.

Empathy is an intuitive ability of discerning others' thoughts and feelings as well as of feeling and understanding others by putting themselves in others' positions [19]. Empathy not only significantly affects college students' mental health [20], but also their academic performance, interpersonal relationship and the development of prosocial activities [21]. Parenting style is one of the most important elements of empathy development, and it affects the development of individual's independence and social skills. Parenting style affects the development of students' empathy, meanwhile, empathy also affects students' interpersonal relationship which can reduce the chance of interpersonal distress [22]. Those students with high empathy are sensitive to others' emotional status and with more harmonious relationship with their partners for they can adjust their emotions to others'. Conversely, those with low empathy are easy to produce negative emotions, which leads to interpersonal distress [20]. Furthermore, empathy plays a noticeable modulating role between interpersonal stress and interpersonal adaption. Empathy can prompt students to put themselves in the shoes of other people, feedback their emotions accurately, as a result, interpersonal distress can be reduced [23]. But what relationships among parenting style, empathy and dormitory interpersonal distress? This research raised the following hypotheses:

Hypothesis 2: Positive parenting style predicts empathy positively.

Hypothesis 3: Empathy predicts dormitory interpersonal distress negatively.

Hypothesis 4: Empathy plays a mediate role between the relationship of parenting style and dormitory interpersonal distress.

2. Methodology

2.1 Research Framework

The main hypothesis of this research: there is a significant mediating effect of empathy on the relations between parenting style and dormitory interpersonal distress. The proposed research framework can be seen in Fig. 1.

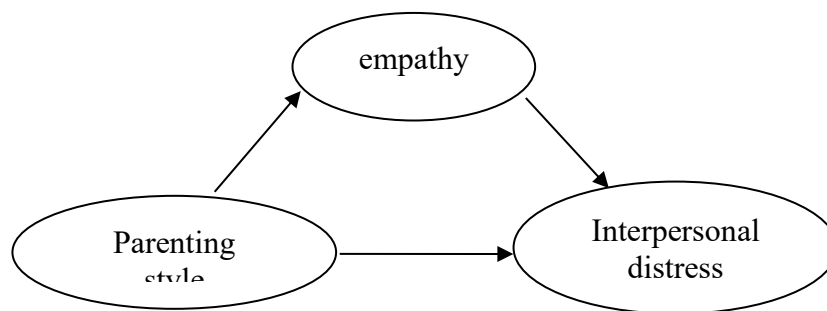


Fig.1 Proposed research framework

2.2 Sample

Based on the method of convenient sampling, the participants of this study were from one of colleges in Guangxi province China. 486 valid participants (371 are female); and 347 are sophomores and 121 are juniors. There are 261 students majoring in the category of literature and history, and 207 students majoring in category of science and engineering. According to the college's student source, 358 participants are from rural areas and 110 are from urban areas. 386 participants have siblings. Meanwhile, 223 participants are student leaders and 245 are not.

2.3 Research Instruments

A Comprehensive Interpersonal Relationship Diagnostic Scale. This scale is revised by Zhen [24] including 28 items 4 dimensions which are interpersonal communication, interpersonal interaction, treating people and opposite-sex interaction. With the purpose of testing the situation of college students' interpersonal distress in dormitory, the scene is set in dormitory, and 5-point score measurement is used: 0 means definitely not; 0.25 means mostly not; 0.5 means sporadic; 0.75 mostly yes; 1 definitely yes. The 4th, 8th and 16th questions are reversed scoring. In this study, the total Cronbach's α of the questionnaire is 0.929 and the Cronbach's α of each dimension is between 0.787 and 0.899, which shows a good reliability of this scale.

Empathy scale. Chinese version of the Interpersonal Reactivity Index-C (IRI-C), revised by Fengfeng Zhang et al. [25], was adopted. The scale consists of 22 items. According to the specific definition of empathy, it is divided into four dimensions: idea-adopting (5 items), imagination (6 items), empathy (6 items), and personal suffering (5 items). The first two dimensions can be combined as cognitive empathy and the last two ones belong to emotional empathy. In this study, the Cronbach's α coefficient for the IRI-C has been tested many times and confirmed as 0.75 on a five-point Likert's scale measurement, and the Cronbach's α for each dimension ranges from 0.709 to 0.918, which also shows the scale's good reliability.

Parenting Style Questionnaire. The Chinese version of the Brief Parenting Style Questionnaire is revised by Jiang Jiang et al. [26]. This questionnaire consists of two parts: father's part and mother's part (21 items each), but the items in both parts are totally the same. It contains three dimensions: emotional warmth, rejection, and over-protection. The participants just need to evaluate each parent's performance. The scale uses Likert's 4-point scoring method, ranging from relatively unmatched to matched well, and No. 17 item is reversed scoring. The Cronbach's α for each dimension of the two parts of the questionnaire ranges from 0.74 to 0.82. In this study, the Cronbach's α for each dimension of the parenting style questionnaire ranges from 0.81 to 0.91, which shows its good reliability.

All the data are analyzed by SPSS 26.0 for descriptive statistics, variance analysis, correlation analysis and exploratory factor analysis (Harman single factor test), while confirmatory factor and mediating effect are analyzed by Amos 24.0.

3. Results

3.1 Common method deviation (CMD) Test

In this study, data was collected by self-evaluation questionnaire, and the relationship between variables may be affected by common method bias. In order to minimize such influence, program control was carried out to emphasize anonymity and confidentiality of the subjects in the process of data collection. After data collection, Harman single factor test was used to test the common method deviation. The results show that after the analysis of unrotated principal component factors, there were 24 factors with characteristic roots greater than 1, and the maximum factor explanatory variation was 15.57%, which was much lower than the critical value of 40% [27]. There is not serious common method deviation problem in this study.

3.2 Descriptive analysis

The total score of college students' dormitory interpersonal distress is low, lower than the average. The score of student leaders was significantly lower than that of non-student leaders ($t=-2.21, p<0.05$). The score of empathy ability was medium, and the score of male students was significantly lower than that of female students ($t=-3.24, p<0.01$), rural students' scores are significantly higher than urban students' ($t=2.18, p<0.05$). Fathers' emotional warmth was scored averagely, and the boys scored significantly higher than the girls did ($t=2.02, p<0.05$), the rural students scored significantly lower than the urban students ($t=-2.49, p<0.05$). Students majoring in the category of literature and history scored significantly higher than those majoring in the category of science and technology ($t=3.76, p<0.001$). The scores of only children were significantly higher than those of non-only children ($t=3.54, p<0.001$), sophomores scored significantly higher than juniors ($t=3.64, p<0.001$). Students scored low in fathers' rejection, and the boys scored significantly higher than the girls ($t=2.62, p<0.01$), sophomores scored significantly lower than juniors ($t=-2.86, p<0.01$). The score of maternal warmth was above average, and the score of rural students was significantly lower than that of urban students ($t=-3.15, p<0.01$), students majoring in the category of literature and history scored significantly higher than those majoring in the category of science and technology ($t=3.52, p<0.001$). The scores of only children were significantly higher than those of non-only children. Mother's rejection was scored low, fathers scored medium on over-protection, and mothers scored medium on over-protection.

3.3 Correlation analysis

As can be seen in Table 1, dormitory Interpersonal distress is significantly negatively correlated with empathy, father's/mother's emotional warmth, and significantly positively correlated with father's/mother's over-protection and father's/mother's rejection. Empathy was positively correlated with father's/mother's emotional warmth. Father's emotional warmth is positively correlated with empathy, and mother's emotional warmth, and negatively correlated with paternal over-protection and paternal rejection, and dormitory interpersonal distress. Maternal emotional warmth is significantly positively correlated with empathy, and paternal emotional warmth, but negatively correlated with paternal/maternal rejection and dormitory interpersonal distress. Father's over-protection is significantly positively correlated with dormitory interpersonal distress; father's/mother's rejection and mother's over-protection, significantly negatively correlated with father's emotional warmth. Maternal over-protection is significantly positively correlated with dormitory interpersonal distress, parental rejection, and father's over-protection, and negatively correlated with maternal emotional warmth. Father's rejection is significantly positively correlated with dormitory interpersonal distress, father's/mother's over-protection, mother's rejection, and significantly negatively correlated with fathers'/mothers' emotional warmth. Maternal rejection is significantly positively correlated with dormitory interpersonal distress, paternal/maternal over-protection, paternal rejection, and negatively correlated and paternal/maternal emotional warmth.

Table1. Correlation coefficient of scores of each scale

	M±SD	1	2	3	4	5	6	7
1. Interpersonal distress	6.38±4.15	1						
2. empathy	2.36±0.39	-0.247**	1					
3. father's emotional warmth	2.78±0.7	-0.259**	0.18**	1				
4. mother's emotional warmth	1.40±0.45	-0.28**	0.2**	0.782**	1			
5. father's over-protection	1.98±0.39	0.232**	-0.076	-0.093	-0.088	1		
6. mother's over-protection	2.88±0.70	0.207**	-0.058	-0.094	-0.039	0.675**	1	

7.father's rejection	1.46±0.48	0.279**	-0.084	-0.354**	-0.289**	0.476**	0.299**	1
8.mother's rejection	2.07±0.44	0.285**	-0.089	-0.31**	-0.45**	0.386**	0.471**	0.671**

Notes: *represents $p < 0.05$, ** represents $p < 0.01$, *** represents $p < 0.001$.

3.4 The mediating effect of empathy ability on the relationship between parenting style and dormitory interpersonal distress.

3.4.1 The fit index of the research model

Six models were constructed with dimensions of parenting style as independent variables, interpersonal distress in dormitory as dependent variable, and empathy ability as mediating variables. Structural equation model indicates that model 1, model 2, model 3, model 4 and model 5 all showed good fit indexes while model 6 didn't. To be specific, good indexes exist in the models of mediating role of empathy on the relations between father's/mother's warmth, father's/mother's rejection and father's over-protect and dormitory interpersonal distress, while there are unsatisfactory indexes in the model of mediating role of empathy on the relations between mother's over-protect and dormitory interpersonal distress. Details of six models can be found in table 2.

Table 2. Fit index of six dimensional models

Model	χ^2/df	CFI	NFI	IFI	RMSEA	Model fitting
Ideal indicator	<3	>0.90	>0.90	>0.90	<0.08	
1.Father's warmth → Empathy → distress	2.937	0.933	0.902	0.933	0.064	good
2.Father's rejection → Empathy → distress	3.203	0.917	0.885	0.918	0.069	good
3.Father's over-protection → Empathy → distress	2.96	0.947	0.923	0.948	0.065	good
4.Mother's warmth→Empathy→distress	3.049	0.930	0.90	0.931	0.066	good
5.Mother's rejection→Empathy → distress	3.001	0.925	0.89	0.925	0.065	good
6.Mother's over-protection → Empathy → distress	6.038	0.736	0.702	0.738	0.104	unsatisfied

The deviation-corrected percentile Bootstrap method was used to test the significance of the mediating effect for the above 6 models. This method can effectively reduce the occurrence of Class II errors with high statistical efficacy [28]. Take samples repeatedly for 5000 times, deviation-corrected percentile method, the level of trust of 95%. If zero (0) is included between 95% upper limit and lower limit, the mediating effect is not significant, but if zero (0) is not included, the mediating effect is significant. The detailed results are reported below.

3.4.2 The influence of parenting style on dormitory interpersonal distress: the mediating effect of empathy ability

As can be seen from Table 3, empathy plays significant mediating roles in the relations between parenting styles and dormitory interpersonal distress apart from that empathy has no significant mediating effect on the relations between father's over-protection and dormitory interpersonal distress (see path 5). To be specific, empathy plays significant mediating roles in the relations between father's/mother's warmth and dormitory interpersonal distress (see path 1, 2), empathy plays significant mediating roles in the relations between father's/mother's rejection and dormitory interpersonal distress (see path 3, 4) and empathy plays significant mediating roles in the relations between mother's over-protection and dormitory interpersonal distress (see path 6).

Table 3. The influence of parenting style on dormitory interpersonal distress: the mediating effect of empathy.

Path	Effect of value	Boot SE	LL95%	UL95	mediating effect
1.Father's warmth → Empathy → distress	-0.222	0.209	-0.579	-0.112	yes
2.Mother's warmth → Empathy → distress	-0.183	0.157	-0.48	-0.092	yes
3.Father's rejection → Empathy → distress	0.23	0.192	0.093	0.536	yes
4.Mother's rejection → Empathy → distress	0.228	0.165	0.11	0.502	yes
5.Father's over-protection → Empathy → distress	0.026	0.024	-0.008	0.076	no
6.Mother's over-protection → Empathy → distress	0.138	0.061	0.064	0.293	yes

4. Discussion

4.1 Discussion of descriptive statistical results

The overall score of college students' dormitory interpersonal distress is low, which is consistent with the research results of Duan et al. [29]. It means that college students' dormitory interpersonal distress is not serious. Student leaders' score of dormitory interpersonal distress is significantly lower than that of non-student leaders. Because of their stronger interpersonal skills and stronger ability to deal with interpersonal distress, student leaders have less interpersonal distress in dormitory.

College students' overall empathy ability scores are in the middle level, which is consistent with the results of college students' psychological Committee [30]. It indicates that college students have better empathy ability level. This study found that rural students' empathy ability score is significantly higher than urban students', rural students may pay more attention to other people's views, while urban students may be more self-centered; The only child enjoys more attention from parents.

The differences of parenting styles in demographic variables (gender, major, only child, grade, students' source, etc.) may be related to the survey samples. This study found that the scores of positive parenting styles of urban students were higher than those of rural students, and the scores of only child students were higher than those of non-only child students. Urban parents have more emotional tolerance and understanding of urban college students because their education level, income and economic level are generally higher than that of rural parents. Meanwhile, rural college students can feel their parents' negative parenting style [31]; The only child gets more emotional warmth from their parents. Boys' feeling is significantly higher than girls' in terms of father over-protection, which indicates that fathers interfere boys' lives more.

4.2 Correlation analysis and discussion of each scale

Dormitory interpersonal distress was negatively correlated with empathy, father's/mother's emotional warmth, and positively correlated with father's/mother's over-protection and father's/mother's rejection. This indicates that the students with high empathy and high level of parents' emotional warmth have less dormitory interpersonal distress. The parental over-protection and rejection may be an important factor to increase interpersonal distress.

Empathy was positively correlated with father's/mother's emotional warmth and negatively correlated with father's/mother's over-protection (father's/mother's rejection). It is consistent with the research results of Jia, et al. [32], which shows that positive parenting styles are closely related to college students' empathy ability. It indicates that positive parenting style may have a positive effect on the cultivation of students' empathy, while negative parenting style is not conducive to the cultivation of children's empathy.

Father's emotional warmth was positively correlated with mother's emotional warmth, and negatively correlated with father's/mother's over-protection, father's/mother's rejection and

dormitory interpersonal distress. Mother's emotional warmth was positively correlated with empathy and father's emotional warmth, and negatively correlated with father's/mother's rejection and dormitory interpersonal distress. It shows that positive parenting style is conducive to the formation of children's positive qualities (such as empathy and trust), while negative parenting style (rejection and over-protection) causes children's interpersonal distress.

4.3 Discussion on mediating effect

Empathy plays a mediating role in the influence of father's emotional warmth, father's/mother's rejection, mother's emotional warmth, and mother's protection on dormitory interpersonal distress. Empathy plays a mediating role in the influence of father's/mother's emotional warmth, father's/mother's rejection and mother's protection on dormitory interpersonal distress. Empathy plays a complete mediating role in the influence of father's/mother's emotional warmth on dormitory interpersonal distress. Empathy plays a partial mediating role in the influence of father's/mother's rejection and mother's over-protection on dormitory interpersonal distress. The results suggest that to reduce college students' dormitory interpersonal distress, we need to improve the parenting style and students' empathy. But for college students, they have left their parents, the influence of parenting style on them may be difficult to change, so it is more suitable to improve their empathy.

5. Conclusion

To sum up, this study draws the following conclusions: (1) Interpersonal distress in dormitory was negatively correlated with empathy, father's emotional warmth and mother's emotional warmth, and positively correlated with father's/mother's over-protection and father's/mother's rejection. For reducing the interpersonal distress in dormitory, we should provide positively parenting styles (e.g., emotional warmth) for nurturing children, while offer the training of the ability of empathy. (2) Empathy plays a mediating role in the influence of father's/mother's emotional warmth, father's/mother's rejection, and mother's protection on dormitory interpersonal distress. This conclusion indicates that improving college students' empathy can decrease the negative effects of parenting styles (e.g., rejection, over-protection) on college students' dormitory interpersonal relations.

6. References

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Research on the Practice of Digital Transformation of Higher Education in China in the Post-epidemic Period---Topic Analysis based on 2020 EDUCAUSE Horizon Report

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Abstract

Due to the epidemic situation in 2020, the world has fallen into economic stagnation. Compared with the past, the EDUCAUSE horizon report released in 2020 focuses on the influencing factors of economy, technology, and other dimensions from the perspective of higher education development. For exploring the digital transformation and future development trend of Chinese higher education, this paper analyzes the digital transformation trend of Chinese higher education in 2020. The paper combined with the teaching experience and thinking interview research of front-line teachers, we conclude that Chinese digital transformation mainly relies on the Internet construction. But the current situation is that there are some problems in the matching of infrastructure construction and actual education. This requires educators to jump out of the traditional teaching cognition and make more digital information textbook design for online teaching to it can really help and improve the efficiency of online and offline flexible teaching.

Keywords: 2020 EDUCAUSE horizon report, Chinese higher education, digital transformation

1. Introduction

At the beginning of 2020, mostly countries and regions were forced to temporarily close schools because of the COVID-19. According to the statistics of UNESCO as of the beginning of April, 194 countries have closed schools and other places of education, with nearly 1.6 billion students affected by the School closure [34]. During the epidemic, China's Ministry of education and higher education institutions restricted the flow of students and delayed the start of spring semester. All students are required to stay at home, not to get together or participate in gathering activities. China's Ministry of education has put forward the policy of "classes suspended but learning continues" to carry out online teaching and learning activities in a unified way and formulate the implementation plan of online teaching [20]. The COVID-19 has become the "fuse" of online education policy. Higher education institutions need to set up core technology team and online teaching system to deal with the crisis. Many schools did not take online teaching as their core teaching method before the COVID-19, but the current situation helps to accelerate the transformation of digital learning experience in Colleges and universities [25]. Lederman believes that online learning will become a new normal in the future. He hopes that teachers can have new enthusiasm and trust in online teaching methods and are willing to apply blended teaching to teaching. Only when online and offline blended teaching is carried out in daily life, can they respond randomly in an emergency.

“2020 EDUCAUSE horizon report teaching and Learning Edition” published on March 2, 2020 follows and improves the Delphi method and draws lessons from the Institute for the future, the method of “creating the future with foresight” describes four future scenarios, five development trends and six emerging technologies for the future development of Higher Education as shown in Figure 1. It also focuses on the core content of the report - the development of higher

education informatization caused by the change of information technology, the scenario of emerging technology and practice supporting the future development of higher education, and nine typical cases brought by six countries around the world [4].

The teaching work of higher education institutions needs to be changed and innovated, which puts forward new challenges to higher education workers. We need to reflect on the differences between online teaching and traditional teaching from the perspectives of teaching philosophy, teaching contents, students' learning habits and methods, teaching platforms and channels, and resource management [29]. Therefore, this study focuses on solving two problems on this basis: one is the possibility of digital transformation of China's higher education in the post epidemic period; the other is whether the future direction of digital transformation of higher education predicted by 2020 EDUCAUSE horizon report is suitable for China's higher education form.

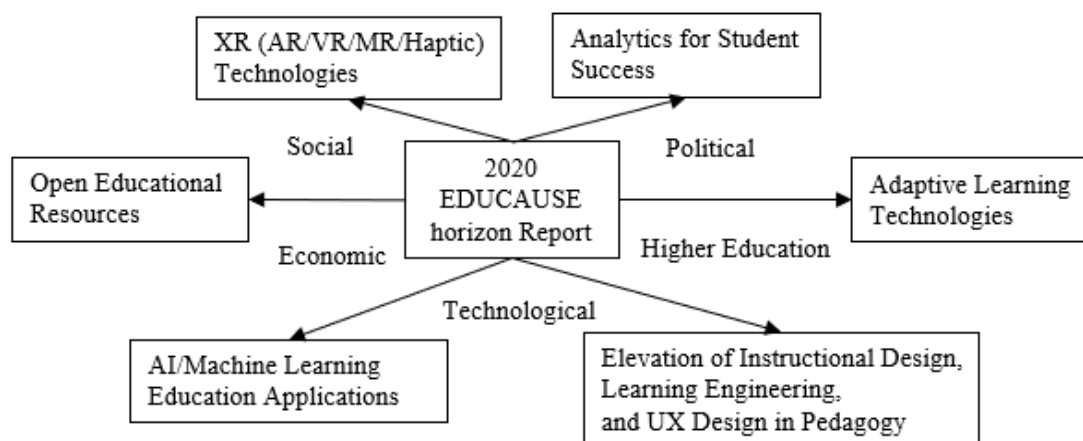


Figure 0 Five trends and six new technologies of 2020 EDUCAUSE horizon Report

2. Literature Review

Since the epidemic outbreak, the conventional procedure and method are impractical and less compatible with real circumstance, Chinese Higher Education Institutions (HEIs) explore practical solution and sustainable plan [17] for potential online education conditions [22].

Due to the featured reality, the term transformation, known as “educational technology” [24] applied to the HEIs should be comprehended in details necessarily and urgently, such online process [21] reorganizes the teachers, the faulty divisions in HEIs, and the students to blend technology. The solutions from transformation focus majorly [4]: AI, Adaptive Learning Technologies, Extended reality (XR). However, the trend and limitations of this transformation in Chinese region remain unclear until the next Educause horizon report.

2.1 AI:

Computer vision and deep Learning are in the category of AI [26]. Such innovation provides further insights on individual performance, learning confidence, mindset, and cognitive ability, and sentiment analysis [27]. The students could benefit from the technological application to integrate the teaching resources into the dense units [4] without subjective interference from teachers.

For Chinese HEIs, supports for college students enhanced while faculty implement the novel learning processes: Interactive and virtual resources as teaching assistants are enabling personalized learning efficiency to optimize and boost the learning proficiency. AI could help college students personalize the learning at a relatively efficient level and pace than conventional progress in classroom [26].

2.2 Extended reality (XR):

The scholar [1] suggests that the digital-assisted knowledge and learning attitude development both serve the purpose of education digital-transformation of Educause horizon report (2020). XR provides a continuum between Education Outside The Classroom (EOTC) activities and classroom activities, reinforcing the learning from outside the classroom into the classroom [13]. However, skills in adopting a self-motivated approach when using these tools also need development.

The Students could acquire rather than accept what they learned on the process in China. This was supported by the student-driven learning process and enabled them to engage in both individual and social learning via Learning Management System [10]: the pedagogical XR learning are potentially beneficial to promote learning; XR learning offers immersive digitized learning experiences with opportunities simulates true natural environment.

2.3 Adaptive Learning Technologies and Online Education:

The core link to AI [28] and XR [15], the next phase during the teaching and learning process with AI. The purpose of adaptive learning in higher education is the pedagogical approach based on student-centered learning theories [7] [8] [9] [31] The practical purpose is to obtain detail for pedagogical practices from previous adaptive digital implementation into novel course design. The design framework proposal could be sharing in other HEIs platforms. In other words, this design may be potential and practical [5] in the Chinese context.

The major adaptive technologies [6] are premise of online education for realistic reason. Faculty support identifies teachers as a key indicator of quality online learning [19], and major factor for successful student-centered online learning [21]. It is significant to comprehensively identify what factors mainly constitutes faculty support [2] at HEI level aiming for quality online education. This is particularly vital during the COVID-19 pandemic condition, transition to emergency remote teaching [12] in the short-term and relevant online education courses in the long-term.

Meanwhile in Chinese context, quality in faculty support of online teaching can be valuable to institutions, administrators, and especially faculty engaged in online education, and balance the stress of faculty from COVID-19 [23].

Typically, professional quality and development for online course, currently standards or guidelines for current online course design [11] are majorly included in the design frameworks, but the provision of instructional design or technical assistance for online course remains low. The opportunities [6] [21] are essential to faculty learning to secure quality in online education while instructional design plan and technical support are also crucial [6] [21] to sustain online course development rather than conventional course preparation.

3. Research Methods

3.1 Research objects

This research is based on the teachers and students in higher education which is targeted by “2020 EDUCAUSE horizon report”, As the “2020 EDUCAUSE horizon report” is released by the American Association for higher information technology (EDUCAUSE), its content is from the perspective of the development direction of global higher education, which will inevitably lead to some bias in the direction of China’s higher education. Considering the differences in social system, economic development and cultural background between China and foreign countries, from the perspective of interpretation, we notice the differences in social basis

between them. Therefore, in order to verify the impact of the development perspective and direction of EDUCAUSE horizon report on China's higher education, we selected a total of 8 front-line teachers from higher education institutions in eastern and Western China as the object of this discussion.

3.2 Research tools

In order to better understand the changes brought about by technological innovation by front-line teachers, as well as the thinking of the difficulties encountered in the face of changes, the research will adopt the form of one-to-one in-depth interview to understand and explore the problems in order to seek answers. On the topic of the interview, according to the law of technology implementation mentioned in the multifaceted governance for AI [3]. Technology needs to be attached to the product to enter the market and is not easy to be detected when it is used. Therefore, in the problem design, the use of relational problem design. Make a prompt from the previous question to help the interviewees associate the answers and answer the following questions. The core of the question focuses on the individual's intuitive experience of teaching ideas and product changes as shown in Table 1.

Table 1 Problem outline

Outline of interview questions	
1	What is the impact of the epidemic on you?
2	How to view the network teaching under the epidemic situation?
3	What is the trend of online teaching?
4	In this trend, what are the expected difficulties?
5	What changes do you think this trend will bring to you?
6	When encountering difficulties, will we rely on technical products? What technology products do you think will help solve the problem?
7	What kind of state do you think autonomous learning is?
8	What conditions do you think autonomous learning needs to meet? Considering the new situation of autonomous learning with reference to online learning and artificial intelligence?
9	What will educators do in the face of challenges and changes?

3.3 Analysis tools

In this study, topic analysis method was used to collect the opinions of the subjects through question collection. Starting from the questions, the answers of the subjects were matched according to the development direction of 2020 EDUCAUSE horizon report Starting from the questions, the answers of the subjects are corresponding to the development direction of 2020 EDUCAUSE horizon report, and through literature comparison, the answers of the subjects are compared with the views of scholars at home and abroad, so as to find out the challenges faced by the front-line teachers in Chinese colleges and universities in the aspect of digital transformation, and find out the common statistics to seek solutions.

Table 2 Interviewee information

Age	University area	position	working years	gender
30	Western China	lecturer	3	female
26	Western China	lecturer	0.5	female
35	Western China	Director of teaching	9	female
43	Eastern China	Vice president of teaching	21	male
54	Western China	associate professor	15	female
36	Eastern China	lecturer	10	male
37	Western China	lecturer	12	male
35	Eastern China	secretary	8	male

4. Research results

4.1 *The possibility of digital transformation of China's higher education in the post epidemic period*

From a macro point of view, the digital transformation of education may become inevitable. China's digital transformation in the macro direction mainly focuses on border-less, multichannel, decentralized, distributed, autonomous and self-cultivation [33]. From the perspective of the previous three trends, its main development focus is on network connection, which is based on China's long-term Internet infrastructure, and relying on the stimulation of the epidemic situation, so that its construction achievements are quickly highlighted.

4.1.1 *Borderless trend*

The current digital transformation of education mainly focuses on the education and classroom teaching of a single school, which has a boundary. Once the epidemic and other public health and safety accidents come, schools and students may not be able to carry out teaching activities. The generation of boundary is not a simple problem of migration. It needs long-term exploration and practice to transform the centralized teaching structure into the distributed structure. This will also be the main orientation of digital transformation of education system in the post epidemic period [30]. At the same time, educational digital systems need to be interconnected. The campus connection will solve the problems of synchronous research and lack of teachers. Therefore, it is very important to increase the toughness while increasing the connection processing capacity.

4.1.2 *Multi-channel technology*

Multi-channel technology is born in the smooth network connection demand, it can be blocked in a certain part of the case, still ensure the smooth network connection. In order to provide equal education network level to the greatest extent, China has connected its huge TV network to the Internet, and the number of IPTV users has reached 274 million by 2019 [18]. According to the respondents' answers, they generally complain about the level of network links under the current epidemic situation. From the problems reflected, they mainly focus on poor network links and slow network speed, which are more prominent when introducing new infrastructure. The management wants to let schoolteachers use more new technology to improve the use value of new technology, but due to the poor network connection, the new technology does not bring the improvement of education quality and efficiency.

4.1.3 *Decentralized distribution*

With the support of multi-channel information technology and infrastructure, it can solve the problem of campus non intercommunication. But in addition, we need to face the stability of the system itself. In view of the financial sector's block-chain technology, it can help education to establish the upgrade of big data, education purchase platform, degree certificate certification, open education resource ecology, and effectively improve the reliability of data tampering, but the current level of technical support is still not perfect [32]. According to the answer, the main reasons are as follows: 1. From the perspective of users, due to the current campus network infrastructure is generally not perfect, from the perspective of managers, the existing network infrastructure has generally been able to meet the existing needs, the significance of upgrading is not obvious. 2. From the perspective of cost performance of upgrading, upgrading system is a very labor-intensive thing, large-scale upgrading means a lot of cost investment, but the actual effect is not obvious. From the above two points, combined with the previous macro infrastructure, it is not difficult to see that at this stage, driven by the needs of the now, colleges and universities begin to try to use new technologies to meet the needs of information

technology at this stage, and this demand will lead to new educational changes and innovations in more aspects.

4.2 “2020 EDUCASE horizon report” predicts whether the future direction of digital transformation of higher education is suitable for China's education form

The existing emergency teaching is mainly divided into two kinds: one is that students watch and learn the prerecorded online class; another is teachers setting up online live teaching related courses. Although the flexibility and convenience of online teaching make up for the shortcomings of traditional teaching mode, it is not easy to control the students' learning state and teaching effect [25]. Emergency online teaching is a temporary alternative due to the crisis. It is difficult to guarantee the learning effect due to the lack of rigorous and systematic distance teaching and learning design. K. Holly Shifflett believes that online learning will become a new normal. He hopes that teachers can have new enthusiasm and trust in online teaching methods and are willing to apply blended teaching to teaching. Only by normalizing the online and offline hybrid teaching and changing the emergency into the normal, can we adapt to emergencies [16]. Judging from the respondents' responses, the emergency teaching strategy is still an abnormal teaching method. Through online teaching, students get more freedom and flexibility in learning, but from the perspective of teachers, teachers lack the immediate feedback mechanism for students' learning status. If we need to implement this immediate feedback mechanism in online teaching, we need to rely more on the iterative upgrading of technology products.

Although many schools did not take online teaching as their core teaching method before. If we are committed to building a digital learning experience in colleges and universities, the current epidemic will help accelerate this transformation [20].

From a practical point of view, the teaching work of higher education institutions needs to be changed and innovated, which means that it puts forward new challenges to higher educators. We need to reflect on the differences between online teaching and traditional teaching from the perspectives of teaching philosophy, teaching content, students' learning habits and methods, teaching platform and ways, resource management [29]. Effective online teaching comes from the clear understanding of learners' Independent Learning under the separation of teachers and students, so as to carry out the curriculum setting, learning design, learning material preparation and learning activity organization with students as the center. The process of online instructional design and careful consideration of design decisions will have an impact on the quality of teaching. The typical planning, preparation and development time of an online university course is 6-9 months [14]. According to the respondents' personal answers, when facing the new demand for teaching, they usually fail to adapt to online teaching due to insufficient preparation and other factors. At this stage of online teaching in the early teachers will be understood as offline classroom network version. However, when they realized the difference, the interviewees' coping strategies were mainly divided into two types: one was to actively prepare new teaching materials and teaching methods, and to cope with the possible changes; the other was to adapt to the present, do not make mistakes in the standard, and seek the environment to change themselves. These two views have a common feature, both depend on the environment, and make appropriate decisions. The whole attitude towards change belongs to the positive category.

It is not difficult to see from the above strategies and plans that the continuous development trend of online teaching confirms the development direction of adaptive learning that has been mentioned for a long time. Adaptive learning not only puts forward more requirements for students, but also changes the functional value of teacher team. Teachers not only need to meet

the routine teaching tasks, but also need to search for reliable and useful information from the constantly changing social environment, and try to add it into the scope of students' teaching content in the teaching expansion. However, due to the change of teaching methods, students need to be clearer about the content and role of their knowledge. Compared with the past, if students cannot be clear about the knowledge and function, they may fall into the lower score in the future social competition.

5. Discussion

From the perspective of the development trend of 2020 EDUCAUSE horizon report, we can conceive that China's higher education in the future will inevitably develop in the direction of digitization, but the innovation still needs the cooperation of teachers and students. Based on the existing teaching mode, online and offline courses need to be more pragmatic than offline courses, which requires part of the capital investment and appropriate method innovation. Pragmatism is mainly reflected in the change of the perspective of the curriculum content and grasping the psychological concept of the teachers who implement the reform will be the key to the smooth realization and benefit of the digital transformation.

Despite these findings, there are still shortcomings in the specific implementation of research methods. Although interviews can describe the feelings of the respondents in the current period and find problems, it does not mean that solving these problems can have a strong role in promoting the development of teaching in the future. In the future expansion research, we can focus on Teachers' specific acceptance obstacles for autonomous learning, so as to develop appropriate teaching module components, to make the digital process of teaching materials easier, and provide more reference for teachers.

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Effect of Parent-child Relationship in Original Family on Chinese College Students' Academic Achievement: Gratitude as a Mediating Variable

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Abstract

This research extends the previous research by examining the factors that influence the academic achievement of Chinese college students. Based on the three scales of the previous study, the study specifically proposes that academic achievement is inherently related to parent-child relationship and gratitude education, this study was conducted to test this assertion. Three hundred Chinese college students from 4 universities in China participated in the questionnaire. The results showed that parent-child relationship has a significant positive impact on academic achievement and gratitude, gratitude has a significant positive impact on academic achievement. In addition, gratitude plays a partial mediation role in parent-child relationship and academic achievement.

Keywords: Academic Achievement, Gratitude, Parent-child relationship, Original Family

1. Introduction

Urcan [1] states that original family is the initial place for individual emotional experience learning including gratitude, self-esteem, self-confidence, etc. Meng and Li [2] highlights that the parent-child relationship of original family means the relationship between parents and children, with the extreme tragedies caused by “prestigious school student killing his mothers” and “college students jumping off the building unsuccessfully asking for pocket money”, etc. In recent years, colleges and universities have emphasized the importance of parent-child relationship and family education. Under the background of globalization, the formation of universities is the core force in national soft power competition, and the comprehensive academic achievement of university students is an objective indicator. Chen and Chen [3] proposed that among the factors affecting academic achievement, the parent-child relationship of the original family is the most important factor. It needs to be emphasized that the parent-child relationship is also the source of gratitude education. Due to the severe polarization of contemporary family education, the lack of gratitude education has caused some college students to be inefficient in academic teamwork and low energy in university practice and interpersonal promotion. The role of academic achievement and academic cooperation of college students has been confirmed, and gratitude education has become a hot issue in college education management research.

So far, many scholars have conducted multi-perspective studies on the parent-child relationship, academic achievement, and the relationship between the childhood and adolescence (Darling and Steinberg [4], Fatemeh, et al. [5], Peterson and Bush [6], Michalos and Alex [7]). Elmore and Huebner [8] found that the better the relationship between parents and their children, the better the children perform. However, the research objects of the related literature are mainly children, and there is little attention and research results to the college student group. There are also many scholars, such as Beavers and Hampson [9], Areepattamannil [10], and Yu [11] discussed the impact of gratitude on academic achievement. These research asserted that

gratitude can help college students to establish correct values, improve their ideological and moral cultivation and teamwork awareness, so as to complete academic tasks and improve academic achievement through efficient teamwork and discussion. However, the research on the relationship among parent-child relationship, academic achievement and gratitude education is not yet complete, so this study explores the mediating role based on discussing the relationship of these three variables.

The current research on academic achievement mainly focuses on the theoretical construction, analysis models based on influencing factors, and measurement methods. But there is little definitional clarity surrounding the concept of academic achievement. Gao and Chen [12] asserted that the definition of academic achievement has gone through the process from traditional scores to comprehensive achievements, and the connotation is constantly enriched. This research argues that the academic achievement of college students should be a comprehensive measurement index rather than a single assessment of course scores and agree with the definition of academic achievement of college students by Chinese scholar Wang et al [13], which includes four dimensions, namely students' learning performance, interpersonal promotion, learning dedication and objective achievement.

Carmona-Halty et al. [14] implied that the factors affecting academic achievement can be divided into external factors and internal factors, external factors include social, school, and family factors, and internal factors include individual factors. Ecosystem theory also makes interesting researches on external factors. According to the representative of ecosystem theory, Huston and Bentley [15] suggested human development is affected by multiple external factors such as individuals, peers, families, and schools. Obviously, as a family factor, parent-child relationship is a key external factor that affects academic achievement. Martin and Dowson [16] proposed that parents provide their children with a sense of emotional security by establishing a good relationship with their children and encourage their children to explore the environment and meet academic requirements. The research of Sharma and Aggarwal [17] found that parents' education, work, and family environment have a positive impact on their children's academic performance. If students get enough support at home, they will have a positive academic performance.

These interesting discoveries bring huge academic inspiration, which means that a healthy and healthy parent-child relationship can increase mutual trust, tolerance and mutual understanding, and also enable college students to feel the care and academic support of their parents. Harmonious parent-child relationship is not only reflected in the recognition and affirmation of college students' academic progress, but more importantly, when college students face academic pressure and difficulties, parents can provide emotional support and spiritual support under a harmonious parent-child relationship, that help college students get through academic difficulties and improve academic achievement.

Gratitude, as a psychological trait, is closely related to parent-child relationship and academic achievement. There have been studies exploring the mechanism of influence between gratitude and parent-child relationship. In psychology terms, Pu and Xu [18] characterizes gratitude as an emotional trait that an individual generates on the basis of recognizing the favors or help given to him by the benefactor and strives to be rewarded, which belongs to positive emotion. Wang and Du [19] asserted that a good parent-child relationship facilitates the formation of effective parent-child communication, helps college students to experience and understand the hard work and difficulty of their parents, reduces the negative emotions caused by parent-child conflicts, and produces healthy and positive psychological emotions.

In addition, there are studies explored the relationship between gratitude and academic achievement. According to the COR (conservation of resources) theory proposed by Hobfoll and Lilly [20], they distinguished four different types of resources, namely material resources, conditional resources, individual characteristic resources and energy resources. The individual characteristic resources include self-efficacy and positive emotions, positive emotion refers to the accumulation of various traits that an individual possesses to help him resist stress and achieve success. For students, positive psychological resources can promote individual behaviors, such as improving academic performance and reducing academic pressure. This study believes that gratitude is a positive emotion mentioned in the COR theory. The quality of gratitude is a kind of personal psychological resources and a positive influence factor of academic performance. Gratitude, as a feedback-type positive emotion, can encourage individuals to achieve this feedback by pursuing learning goals, completing personal plans, and continuously improving, thereby enhances the effectiveness of individual learning activities and effectively improving academic achievement. Hou [21] took students as the research object, and his studies have shown that gratitude promotes academic achievement. The research results of Jian and Wang [22] also showed that gratitude is significantly positively correlated with learning input, and strong gratitude is accompanied by high learning input. The above research proves that as a psychological trait, gratitude is also an important internal personal factor that affects academic achievement.

Compared with the unanimous view that gratitude has a significant impact on academic achievement, Alnabhan et al. [23] and Román, et al [24] presented mixed evidence, with significant and non-significant effects, regarding the relationship between family factors and academic performance. Although most studies presented that parent-child relationship has an impact on academic achievement, the research results from Carmona-Halty et al. [25] show that parent-child relationship is not significantly related to academic achievement. These disputes show that the topic of parent-child relationship and academic achievement has the value of further discussion. Cheng and Verhofstadt [26] suggested that mediating variables might explain the association between these two variables. On the basis of existing research, this research believes that the factors that affect college students' academic achievement are multi-dimensional and complex. In addition to the direct influence on academic achievement, the parent-child relationship will inevitably influence the formation and expansion of certain psychological qualities of individuals indirectly by gratitude.

Based on the above literature review and analysis, gratitude itself has the dual functions of perception and feedback. Gratitude has the function of perception and feedback. For one thing, it can be through the perception of parent-child relationship; For another thing, it through efforts to improve personal achievement, feedback to the society and parents. In the discussion of the relationship between gratitude and parent-child relationship, gratitude can be used as a dependent variable. The better the parent-child relationship, the stronger the gratitude ability. In the discussion of the relationship between gratitude and academic achievement, gratitude can be used as an independent variable that affects academic achievement. The stronger the gratitude ability, the higher the academic achievement. Therefore, this research proposes the following hypotheses:

Hypothesis 1. Parent-child relationship has a positive predictive effect on college students' academic achievement.

Hypothesis 2. Parent-child relationship has a positive predictive effect on gratitude.

Hypothesis 3. Gratitude has a positive predictive effect on the academic achievement of college students.

Hypothesis 4. Gratitude plays a partial mediating role in the influence path of parent-child relationship of college students on students' academic achievement.

2. Methodology

2.1 Sample

This study adopts convenience sampling method, the questionnaire is distributed manually and collected on site. This study was conducted in college students from a total of 4 universities in China, including two universities in Yunnan Province, one university in Liaoning Province and one university in Anhui Province. A total of 300 questionnaires were issued with the formal test, and 281 were returned. After excluding invalid questionnaires, 231 were left. Among them, there are 70 boys and 161 girls; 52 freshmen, 38 sophomores, 117 juniors, and 24 seniors; there are 204 students in humanities and social sciences, 23 students major in science and engineering, and 4 students major in agriculture and medicine; 159 students live in cities, 35 students in townships, and 37 students in rural areas; 131 students are only children and 100 students are non-only children.

2.2 Research Instruments

Parent-child relationship scale: This study used the Parent-child relationship Scale developed by Wang, et al. [27], which was confirmed by relevant experts and professors in the field of education. The scale had four dimensions, namely, active care, shelf-disclosure, family activities, economic exchange with 19 items, which were rated on a 5-point Likert scale from 5 (strongly agree) to 1 (strongly disagree). The higher the score, the better the parent-child relationship. The Cronbach's α was 0.962, table 1 shows the result of confirmatory factor analysis, indicating favorable reliability and validity.

Academic Achievement scale: This study used the Academic Achievement Scale developed by Wang et al. [28], which was confirmed by relevant experts and professors in the field of education. This scale comprises life adaptation including four dimensions, namely, learning performance, interpersonal promotion, learning dedication, objective achievement with 19 items, the design of the questionnaires was based on a 5-point Likert-type scale from 1 to 5. High scores indicated good academic achievement. the Cronbach's α was 0.967. The Cronbach's α was 0.954, table 1 shows the result of confirmatory factor analysis, indicating favorable reliability and validity.

Gratitude scale: This study used the Adolescent Gratitude Scale (AGS) compiled by He, et al. [29], to measure gratitude ability of college students. The scale comprised 23 items covering six dimensions, which were rated on a 5-point Likert scale from 1 to 5. The higher the score, the stronger the gratitude ability. The Cronbach's α was 0.954, table 1 shows the result of confirmatory factor analysis, indicating favorable reliability and validity.

Table 1. The main fitting indicators of confirmatory factor analysis for scales

Scales	items	Mardia	CMIN/DF	GFI	SRMR	NNFI	CFI	PNFI	SMC
Parent-child Relationship	21	302.260	2.812	0.827	0.074	0.913	0.924	0.774	0.591-0.815
Gratitude	23	473.090	2.338	0.788	0.045	0.907	0.921	0.757	0.637-0.893
Academic Achievement	19	200.620	2.754	0.837	0.054	0.925	0.936	0.772	0.513-0.803

In this study, SPSS21.0 was used for reliability analysis, descriptive statistics and correlation, difference analysis, Common Method Bias test, and AMOS22.0 was used for validity analysis, structural equation modeling, and Bootstrap method verification. The Harman single factor test method is used to perform statistical test on the CMV problem. The explanation of the first factor is 48.018% (<50%), so the common method bias problem in this study is not obvious.

3. Results

3.1 Descriptive statistics and correlation analysis

The descriptive statistics of the three variables (parent-child relationship, gratitude, and academic achievement) are shown in Table 2. As revealed in Table 2, a significantly positive correlation was found between parent-child relationship and academic achievement, with a correlation coefficient of 0.730 ($p < 0.001$). Gratitude and academic achievement were significantly positively correlated; the correlation coefficient was 0.617 ($p < 0.001$). Parent-child relationship and gratitude are significantly positively correlated, with a correlation coefficient of 0.647 ($p < 0.001$). It shows that the variables are correlated and significant, which indicate medium-to-low levels, no collinearity existed.

Table 2. Descriptive statistics and correlation matrix of the variables

Variables	M	SD	Parent-child relationship	Gratitude	Academic achievement
Parent-child relationship	3.560	0.870	1		
Gratitude	4.050	0.790	0.647***	1	
Academic achievement	3.650	0.820	0.730***	0.617***	1

*** $p < 0.001$

3.2 Variance analysis based on demographic variables

The demographic variables involved in this study are gender, grade, major, family location, and only child. After independent sample t test and single factor variance ANOVA test, the results are shown in Table 3 and Table 4. which indicates the background variables in this study are not significantly different in the college students' parent-child relationship.

Table 3. t-test difference analysis in parent-child relationship

Variables	<i>t</i>	<i>p</i>
Gender	-1.259	0.209
Only Child	-0.129	0.897

Table 4. ANOVA analysis of differences in parent-child relationship

Variables	<i>F</i>	<i>P</i>
Grade	0.751	0.523
Major	2.950	0.054

3.3 Mediating effect of gratitude on parent-child relationship and academic achievement

In Figure 1, the direct effect path coefficient of parent-child relationship on college students' academic achievement is 0.435 ($p < 0.001$), which is significant, hypothesis 1 was supported; The direct effect path coefficient of parent-child relationship on gratitude is 0.730 ($p < 0.001$), which is significant, hypothesis 2 was supported; The direct effect path coefficient of gratitude on academic achievement is 0.477 ($p < 0.001$), which is significant, hypothesis 3 was supported. What's more, the indirect effect of parent-child relationship on academic achievement through gratitude is 0.348 (0.730×0.477 , $p < 0.001$), which is significant. It shows that gratitude has a partial mediating effect in the influence path of the college students' parent-child relationship on academic achievement. The four hypotheses of this research were supported.

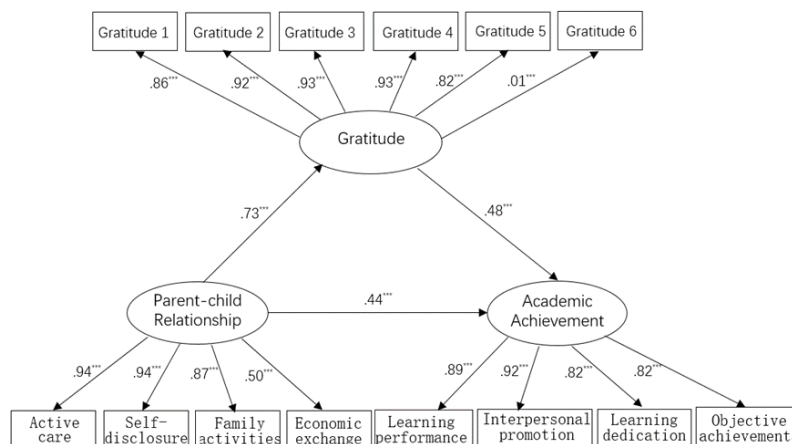


Figure 1. Intermediary structure model diagram: mediating effect of gratitude on parent-child relationship and academic achievement

3.4 Bootstrap test for the significance of the mediating effect

To further verify the hypothesis of this research, the non-parametric percentile Bootstrap method with deviation correction was used to test the significance of the mediating effect of gratitude. The study repeatedly selected 2,000 samples to calculate the direct, indirect and total effects of the parent-child relationship on the positive psychological capital of college students through gratitude. As shown by data, the 95% confidence interval of all path coefficients does not contain 0 and is significant, indicating that there is a significant influence on the variables and some mediating effects are established.

As shown in Table 5, the confidence intervals of the non-parametric percentile of the deviation-corrected direct effect, indirect effect, and total effect do not contain 0. The indirect effect is between 0.235-0.478, excluding 0 and reaching significant, which indicate that there exists an intermediary effect; The direct effect is between 0.263-0.613, excluding 0 and reaching significant, indicating a direct effect and partial mediation; The total effect is between 0.679-0.863, excluding 0 and reaching significant, which proves once again that gratitude plays mediating role in the influence path of parent-child relationship on academic achievement.

Table 5. The Mediating Effect Analysis of Gratitude

Path	Effect	Estimated value	95% confidence interval for deviation correction	
			upper-bound	lower-bound
Parent-child relationship→ Academic achievement	direct effect	0.435***	0.613	0.263
	indirect effect	0.348***	0.478	0.235
	total effect	0.783***	0.863	0.679

*** $p < 0.001$

4. Conclusion

4.1 Summary

In summary, this investigation was based on examining the relationship of parent-child relationship, academic achievement and gratitude. Based on the above data analysis, the four hypotheses of this study are all established. In previous studies, Zhu and Cao [30] argued that parent-child relationship has a positive impact on students' academic achievement. This research based on the group of college students found consistent results with previous studies, we can draw a conclusion that the better parent-child relationship, the higher the academic achievement of college students at the higher education stage. And a benign and harmonious parent-child relationship can stimulate college students' perception and rewards of the favor of society and others.

Among the 300 college students who participated in this study, those students who maintain a harmonious parent-child relationship with their parents, have a high level of gratitude. This finding is consistent with the research results of Niu et al. [31] and Brelsford and Righi [32]. The idea that gratitude has a significant positive predictive effect on academic achievement is also supported by college students group. This study also found that gratitude has a significant positive predictive effect on college students' academic achievement. As broaden-and-build theory predicts, the effect of positive emotions on academic performance by cognitive mechanism. Based on broaden-and-build theory, Carmona-Halty et al. [33] proposed that gratitude as one of the positive emotions can promote learning. In this study, college students with a high degree of gratitude are more able to use their positive emotions to participate in academic discussions and group cooperation to promote academic achievement, this finding based on the college students group, once again verified previous studies and broaden-and-build theory.

Besides, this research got another interesting finding, college students with a high degree of gratitude are more able to use positive emotions to achieve emotional feedback, thereby forming a benign and healthy learning attitude and aggressive learning actions to promote personal achievement. These college students generally have good performance in academic discussions and academic teamwork, which means that gratitude plays an important part of the mediating

role in the influence of parent-child relationship on college students' academic achievement.

4.2 Limitations

This research has its limitation. First, the sample source only involves Chinese students from Yunnan Province, Liaoning Province and Anhui Province, the sample size should be expanded to further test whether the research conclusions can be supported in different countries and regions. Secondly, this study ignores that the interaction of parent-child relationship is two-way. In the study, only college students are selected as the research objects, and questionnaires are issued to college students. In future research, the questionnaires should be issued with parents to further to improve the research conclusions.

4.3 Suggestions

This study verified the positive impact on parent-child relationship and gratitude education on academic achievement, which enlightens that in the future education reform, To improve students' academic achievement, future research needs focus on the following two aspects: First, in terms of colleges and universities, should offer relevant psychological counseling courses, promptly intervene in conflicts and contradictions in the parent-child relationship, and introduce gratitude education into the university ideological and political curriculum system. Secondly, in terms of parents, parents are suggested try to listen and respect the opinions of their children, reducing their control over college students, building a healthy and harmonious parent-child relationship, and promoting family support and gratitude education in the parent-child relationship.

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The Effect of Principal Transformational Leadership on Teacher Job Satisfaction in Hainan: The Mediating Role of Psychological Capital

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Abstract

This study uses teacher psychological capital as an intermediary variable to explore the relationship between the transformational leadership of university principals and teacher satisfaction in Hainan. Use the Principal Transformational Leadership Scale, Psychological Capital Scale, and Teacher Job Satisfaction Scale to test teachers in Hainan Province, China, analyze the differences in teacher demographic variables, and establish a mechanism for the influence of university principal transformational leadership on teacher satisfaction. A sample survey of college teachers in Hainan, China, with 232 valid questionnaires, is conducted to empirically test the theoretical hypothesis model. The results show that the leadership of college presidents in Hainan not only directly affects teacher satisfaction, but also indirectly affects job satisfaction through the mediating role of psychological capital.

Keywords: Principal transformational leadership, job satisfaction, psychological capital

1. Introduction

In recent years, the issue of teachers' job satisfaction has attracted a lot of attention in the field of higher education and human resources. Through conceptual and empirical research, this paper confirms the important influence of principal transformational leadership on teachers' job satisfaction. Teacher's job satisfaction not only directly affects teachers' work attitude but also affects teachers' work input and education and teaching quality [1],[2]. It is not only an urgent requirement for the reform and development of higher education to develop and utilize the precious teacher resources, but also an inevitable trend for the development of international and domestic higher education [3]. The development of higher education in Hainan is relatively weak. In order to better promote the construction and development of higher education, it is necessary to further study the relationship between principal transformational leadership and teacher satisfaction.

In order to adapt to the development of higher education situation, Hainan area must follow the academic ecological organizations and the basic property of complex systems and unique law of development and promote the university President transformational leadership, improve leadership style and mode, to play a role of the principal position effect and effectively, to explore the possible influence of psychological capital as a research path of the intermediary variable, cultivating teachers' positive psychological capital, building the bridge of leadership and teachers' satisfaction, and provide the basis for the development of psychological capital and train of thought, arouse teachers' work enthusiasm, improve the work performance, maintain the stability of teachers, promote the education teaching work.

2. Literature review

Job satisfaction refers to the satisfaction of workers' psychological and physiological feelings towards environmental factors, that is, their subjective reactions to the working situation [4].

Hoppock (1935) proposed that job satisfaction is the emotions generated by employees after evaluating their personal work feelings and is the emotional orientation of the roles they play in the work [5]. Lu believes that job satisfaction is based on the comparison of individual employees 'actual value and personal expectations. An emotion and attitude produced [6]. There have been many studies on teacher satisfaction in China, mainly analyzing the factors that affect teacher satisfaction from the teacher level and the school level. This study believes that job satisfaction is the cumulative result of the five dimensions of work itself, work environment, salary and benefits, interpersonal relationships, and promotion and development.

Mu, et al.[7] discovered that among the factors affecting teacher satisfaction, the principal's leadership is an extremely important external factor. Recent results from Yu are the core of leadership is influence[8], the meaning of education leadership has been led by the original stress (leadership) "influence and control is given priority to", gradually transition to "lead" value as the main characteristics of , the American higher education is a famous scholar of Martin throw's thought: strong leadership to all participants in service, through the organizational process and the overall goal of teaching and learning at the university of the way of combining interpretation, guide the decisions of and the development of the university [9], to enhance the enthusiasm of all participants and academic spirit the principal leadership largely affects the teacher's role play [10].Principal leadership refers to the ability of a school principal to lead the staff team to achieve the school's development goals, which is the embodiment of the principal's comprehensive ability [11]. The theoretical basis of principal leadership comes from the "Five Forces Model" proposed by Thomas J. Sergiovanni (1987).In the relevant research on the dimensions of principal leadership composition, Chinese scholar Professor Zheng Yanxiang has made use of a large number of empirical studies, namely ,structural leadership, human leadership, political leadership, cultural leadership and educational leadership which have been used for reference and use by many scholars in the academic world [12]. Principal transformational leadership was first proposed by Burns in 1978 and systematically explained by Bass in 1985. Bass believes that transformational leadership refers to the output of their recognized vision and higher-level needs to employees, thereby enhancing their inherent commitment. And let it be willing to follow and obey the leadership style of the leader naturally from the inside [13]. This theory has been empirically verified by Leithwood et al. The transformational leadership of the principal advocates that the principal replaces the "manager" as a "leader", emphasizes that the principal provides personalized attention, trust, and appreciation to teachers, creates a cooperative organizational atmosphere among teachers, mobilizes teachers' thinking, and stimulates professionalism Potential [14]. At the same time, the transformational leadership of the principal also emphasizes the value guidance of teachers and awakens the high-level psychological needs of teachers [15]. This study adopts the transformational leadership proposed by the principal by Wang Hongxia, which is mainly about the leadership's vision incentive to subordinates, moral example, intellectual stimulation, and personalized care.

Psychological capital refers to a positive mental state displayed by an individual in the process of growth and development [16]. It is a core psychological element beyond human capital and social capital and a psychological resource to promote personal growth and performance improvement. As a psychological resource surpassing human capital and social capital, psychological capital is a positive mental state displayed by individuals in the process of growth and development [17].

In different organizational scenarios, principals' leadership has different relationship with teachers' job satisfaction, and principals' interpersonal leadership can make teachers more

satisfied than structural leadership [18]. There have been many domestic researches on teacher satisfaction [19], mainly analyzing the factors affecting teacher satisfaction from the level of teachers and schools [20]. The cultural leadership of principals has a significant positive effect on teacher satisfaction [21], [22]. By forming good school cultural values, it promotes the harmonious development of teacher-student relationship and improves teacher satisfaction [23]. It is generally believed that the influence of principals' teaching leadership on teachers' job satisfaction [23]. It is believed that the stronger the principals' teaching leadership is, the more they can provide support for teachers' professional development, so as to improve teachers' job satisfaction. Principal-service-oriented leadership has a positive effect on teachers' perceived organizational support, and further positively affects teachers' satisfaction, among which organizational support plays a mediating role. On the contrary, some studies have shown that there is no significant correlation between principals' leadership behavior style and teachers' job satisfaction.

According to the Social Cognitive Theory (SCT), Bandura (1986) believed that individual attribution, environmental influencing factors and intentional behavior would form an interactive triangular relationship, that is, individual behavior is formed by the interaction of individual's internal thoughts, emotions and environment [25]. According to the theory of resource conservation, individuals with more resources are more able to obtain more resources and trigger the resource increment spiral [26]. For example, Larson and Luthans (2006) research shows that employee psychological capital is positively correlated with organizational commitment and job satisfaction [27]. Avey, et. al.(2009) investigated 416 employees in various industries and found that employees' psychological capital can relieve occupational pressure and is significantly negatively correlated with turnover intention [28].

Based on the above analysis, it is not difficult to find that principal transformational leadership and psychological capital can predict teacher satisfaction. And at present about examining the principal transformational leadership, psychological capital, the relationship among teachers' satisfaction research is less, but the principal transformational leadership, psychological capital, analyzes the relationships between the two teachers' satisfaction to remind us that this may be a kind of such relations between and among, namely the principal transformational leadership can directly effect the teacher satisfaction, can also through the mediating role of psychological capital to influence teachers' satisfaction.

In view of this, this study proposes the following research hypotheses:

H1: Principal transformational leadership can positively predict teachers' job satisfaction;

H2: Psychological capital can positively predict teachers' job satisfaction;

H3: Psychological capital plays a mediating role in the relationship between principal transformational leadership and teacher satisfaction.

3. Research idea and design

3.1 The participants

In this study, the convenience sampling method was adopted to select college teachers in Hainan province as the objects of investigation. A total of 237 questionnaires were collected, 5 invalid questionnaires were removed, and 232 valid questionnaires were removed, with an effective rate of 97.8%. Among them, 98 were males and 134 were females; 36 people aged 30 or below, 114 people aged 31-40, 32 people aged 41-50, and 50 people aged 50 or above; There are 86 teachers with bachelor's degree or below, 128 with master's degree and 18 with doctor's degree. There are 72 teachers with teaching assistants, 90 lecturers, 46 associate professors and 24 professors. 72 teachers with teaching experience of 5 years or less, 114 teachers with teaching

experience from 6 to 15 years, 12 teachers with teaching experience of from 16 to 25 years, and 34 teachers with teaching experience of 25 years or more. 10 in public colleges and 222 in private colleges.

3.2 Research tools

3.2.1 Principal Leadership Scale

Based on the Principal Transformational Leadership Scale (revised by Jia Jingwen and Wang Hongxia (2020)), a total of 19 questions were used, including vision motivation, moral norm, intellectual stimulation, and personalized care. The KMO value of the questionnaire was 0.957, Bartlett's test of the globe was significant ($P < 0.001$), and the Cronbach ' α ' of the scale was 0.968, which showed good reliability and validity. Confirmatory factor analysis supported the structure of the questionnaire, $X^2/df = 3.571$, RMR = 0.03, SRMR = 0.0329, PNFI = 0.746, PGFI = 0.774. Cronbach's α coefficient was 0.977 as the reliability index of this study.

3.2.2 Psychological capital scale

Psychological capital scale adopted Luthans chao-ping li translation (2007) compiled by 24 questions (Psy Cap Questionnaire PCQ) of psychological capital scale, scale is widely used by domestic scholars, including four dimensions of self-efficacy, hope, resilience and optimism, each dimension are 6 items, in order to proper education situation appropriate treatment, adjust the wording of the original questionnaire. Confirmatory factor analysis supported the structure of the questionnaire, $X^2/df = 3.406$, RMR = 0.023, SRMR = 0.045, PNFI = 0.755, PGFI = 0.642. The reliability index Cronbach ' α ' in this study was 0.973.

3.2.3 Job satisfaction scale

This paper adopts Gu Jing Vivian and wang (2020) in the reference integrate Zhang Zhongshan, Liao Wenhan, Wang Zi, Yan Zian related research dimension and the questionnaire, Ge Feng Li job satisfaction based on the university teachers' job satisfaction scale, five dimensions respectively the job itself, working environment, salary, benefits, and promoted the development of human relationships, KMO value of 0.9, Bartlett spherical inspection significantly ($p < 0.001$), scale Cronbach alpha 0.921, has good validity. Confirmatory factor analysis supported the structure of the questionnaire, $X^2/df = 4.463$, RMR = 0.046, SRMR = 0.0561, PNFI = 0.708, PGFI = 0.584. The reliability index Cronbach ' α ' in this study was 0.958. The above three scales are all based on a five-point Likert scale (1= "strongly disagrees" and 5= "strongly agrees").

3.3 Common method deviation control

All the measured variables in this study were answered subjectively by the same subject, and there may be common method bias. After the questionnaire collection, exploratory factor analysis was used to conduct Harman's single factor test (Podsakoff & Organ), and the results found that 8 factors with eigenvalues greater than 1 were extracted, none of which could explain 50% or more of the variation, indicating no homology bias.

4. The results of the study

4.1 Differences analysis of control variables

The T-test was used to check the differences in the three scales of gender. The results are shown in Table 1: the scores of principals' leadership, job satisfaction and psychological capital perceived by teachers in colleges and universities in Hainan were slightly above the average level; There were significant differences in psychological capital among different genders ($t = 2.464$, $P < 0.05$), and there were significant differences in toughness ($t = 3.200$, $P < 0.05$) and hope ($t = 2.209$, $P < 0.05$) of the psychological capital scale.

One-way ANOVA was performed, and the results showed that: There were significant differences in the dimensions of vision motivation ($F=3.384$, $P<0.05$) and toughness ($F=2.727$, $P<0.05$) among different titles. Further post-facto comparison using Scheffé method showed that there were more professors than lecturers in vision motivation.

Table 1 Gender differences in principal leadership, job satisfaction and psychological capital

The dimension	Gender (M±SD)		T value
	Male (n=98)	Female (n=134)	
Principal Leadership	3.755 ± 0.846	3.790 ± 0.757	0.332
Job satisfaction	3.588 ± 0.719	3.627 ± 0.652	0.421
Psychological capital	4.062 ± 0.543	3.879 ± 0.569	2.464 *

4.2 Correlation analysis of principal leadership, psychological capital and job satisfaction

Pearson correlation analysis was used to examine the correlation between the dimensions of principal leadership and total scores, teachers' job satisfaction and teachers' psychological capital. The relevant results in Table 2 show that: Principal leadership, job satisfaction and psychological capital are significantly correlated with each dimension of the three scales. Each dimension is correlated with a high total score. Principals' leadership and psychological capital are positively and significantly correlated with job satisfaction. Combined with the above correlation analysis, regression analysis and mediating effect can be further done.

Table 2 The correlation analysis of each variable

All dimensions	Principal Leadership	Teacher Job Satisfaction	Teacher's psychological capital
Principal Leadership	1		
Teacher Job Satisfaction	0.763***	1	
Teacher's psychological capital	0.625***	0.654***	1

The results show that the Cronbach's α value of principal leadership, teacher job satisfaction and teacher psychological capital ranges from 0.9 to 0.977, greater than 0.7; the combined reliability CR value ranges from 0.874 to 0.955, greater than 0.7; The AVE value is between 0.635-0.808, greater than 0.5, which indicates that the model has acceptable structural validity and combinatorial reliability, and the reliability is good.

Table 3 Reliability analysis

	Principal Leadership	Teacher Satisfaction	Job	Teacher's psychological capital
M±SD	3.775±0.795	3.611±0.68		3.957±0.564
Cronbach's α	0.977	0.958		0.973

4.3 The mediating role of psychological capital in the influence of principal leadership on teachers' job satisfaction

According to the above correlation analysis, the influence of principal leadership on teachers' job satisfaction is further investigated, and psychological capital is used as a mediating variable. We enter into the method of analysis, the principal leadership as independent variables, psychological capital as intermediary variables, job satisfaction as dependent variable, gender (the girl for reference group), age (over 50 control group) and the title as the control group (ta) as control variable, with Zhong-lin wen and Ye Baojuan (2014) proposed the mediation effect of inspection process, the results as shown in table 4. In Model 1, principals' leadership ($\beta=0.864$,

$P < 0.001$) and lecturers' titles ($\beta = 0.185$, $P < 0.001$) can significantly positively predict teachers' job satisfaction. The explanatory power of principals' leadership and lecturers on job satisfaction is 70.3%. Hypothesis 1 is true. In Model 2, principals' leadership ($\beta = 0.696$, $P < 0.001$) and lecturers' leadership ($\beta = 0.239$, $P < 0.01$) could significantly positively predict psychological capital, and the explanatory power of psychological capital was 46.4%. Hypothesis 2 was true. In Model 3, principals' leadership ($\beta = 0.712$, $P < 0.001$), psychological capital ($\beta = 0.217$, $P < 0.01$) and instructors ($\beta = 0.133$, $P < 0.5$) significantly positively predicted teachers' job satisfaction. The results show that psychological capital plays a partially mediating role in the influence of principals' leadership on teachers' job satisfaction. The explanatory power of principals' leadership, psychological capital and lecturers on job satisfaction reaches 72.8%, which increases by 2.5% on the basis of Model 1. Hypothesis 3 is true.

Table 4 Mediating effects of psychological capital on principals' leadership and teachers' job satisfaction

variable	Model 1	Model 2	Model 3
	Teacher Job Satisfaction (Y) Beta	Psychological capital (M) Beta	Teacher Job Satisfaction (Y) Beta
Control variables			
male	-.014	.199***	-.057
Age 30 and below	.055	.234*	.004
31-40 years old	-.055	.014	-.058
41 to 50 years old	-.007	.001	-.008
A lecturer	.185***	.239**	.133*
Associate professor	.041	.167*	.005
professor	-.021	.098	-.042
Since the variables			
Principal Leadership (X)	.864***	.696***	.712***
Intermediary variable			
Psychological capital (M)			.217**
The F value	65.834***	24.087***	65.977***
Delta R ²	-	-	2.5%
R ²	70.3%	46.4%	72.8%

Note: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

5. Conclusions and recommendations

5.1 Research Conclusions

Based on the survey data of college teachers in Hainan, the research on demographic variables found that there was no significant difference in teacher satisfaction among genders and ages. Therefore, it is necessary to conduct research on teacher satisfaction without any difference. Taking psychological capital as the mediating variable, this paper discusses the influence of transformational leadership on teacher satisfaction and draws the following research conclusions.

(1) Principal transformational leadership has a significant positive impact on teacher satisfaction. It is found that principal transformational leadership directly affects teacher satisfaction. This research conclusion is also consistent with many domestic scholars [29], indicating that the influence of principal transformational leadership on teacher satisfaction can be verified in different education fields in China [30].

(2) Psychological capital can positively predict teacher satisfaction [31] and play a mediating

role in the relationship between principal transformational leadership and teacher satisfaction [32]. This study takes the teachers in Hainan, China as the research object and concludes that the principal transformational leadership has a positive effect on teacher satisfaction through psychological capital.

(3) Social career cognitive theory is adapted to teacher job satisfaction model [33]. According to the research, the higher the psychological capital, the more it can stimulate the inner sense of belonging and identity, and then significantly improve the satisfaction of teachers. According to the research, the higher the degree of teaching psychological capital, the more it can stimulate the inner sense of belonging and identity, and then significantly improve the satisfaction of teachers [34].

5.2 Research recommendations

5.2.1 Improve the transformational leadership of principals.

Principal transformational leadership plays a decisive role in the development of a school. A good headmaster makes a good school [34]. The principal transformational leadership can directly affect the teachers' job satisfaction, improve the principal transformational leadership is the key to improve the level of running school, through unstructured interviews, to improve the principal leadership [35], teachers' opinion focuses on four aspects: "to the forefront of education, teaching theory knowledge still need to further improve the" "more humanistic care", "planning of comprehensive ability in school and the school resources integration ability still need to further strengthen, in order to give the school a more scientific and reasonable development party" leadership "course [36], cultural leadership still need to further improve the", etc. Therefore, the opinions and suggestions are summarized into three aspects. First, principals should have ideal that is conducive to the development of education and make teachers and schools strive for development goals. Second, to ensure the implementation of school development, can supervise and motivate teachers' work input [37]. Third, promote the development of affinity, people-oriented, coordination, integration of all kinds of resources inside and outside the school, to create a fair, just, development environment conducive to the work of teachers [38].

5.2.2 Pay attention to the development and training of teachers' psychological capital.

As a positive mental state, it can be developed and cultivated through targeted interventions. Regarding the problems of job satisfaction, unstructured interviews mainly focus on three aspects: "Scientific research and teaching work pressure has a negative effect on physical and mental health [39]. "Impact", "Doubt your own abilities, lack the necessary self-confidence, limited vocational skills improvement, bottlenecks in the development of professional titles [40], and job burnout" "living problems such as housing and children's enrollment affect work input". In response to these problems, in addition to improving the transformational leadership of the principal, it is necessary to start with the following aspects: First, the school must analyze the sources of stress and provide psychological counseling. The second is to pay attention to humanistic care, satisfy reasonable demands, and improve the initiative and enthusiasm of teachers in their work [40]. The third is to become an excellent teacher, you must cultivate your own good psychological quality in the teaching process.

6. Reference

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The influence of Chinese college students' career exploration on job searching behavior: the mediating role of job-searching self-efficacy

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Abstract

Based on the theories of career development stage, this study examines the mechanism of action towards career exploration on college students' job-searching behavior. A study with a total number of 202 participants randomly selected via a convenient sampling technique was conducted using a career exploration scale, job-searching self-efficacy scale and job-searching behavior scale for data collection and analysis. The results show that: career exploration significantly and positively predicts job-searching behavior of Chinese college students; career exploration significantly predicts the self-efficacy of Chinese college students seeking employment; job-searching self-efficacy significantly predicts job-searching behavior of Chinese college students; and finally job-searching self-efficacy significantly and partially determines the intermediate variable between career exploration and job-searching behavior of Chinese college students.

Keywords: career exploration, job-searching self-efficacy, job-searching behavior, Chinese college students

1. Introduction

Affected by the outbreak of new coronavirus (a.k.a. COVID-19), the employment situation for college graduates this year appears complicated and severe. According to the latest data from the Ministry of Education in 2021, the total number of college graduates in 2021 would be expected to be reaching 9.09 million, an increase of 350,000 over the same period last year. The CPC Central Committee and the State Council attach great importance to and care about the employment of college graduates while the Ministry of Education has put the employment of college graduates in a prominent position. High-intensity job competition requires college students to make more efforts to find jobs [1]. Job-searching behavior can be regarded as the process by which individuals actively collect information about their target occupations and strive to achieve them, and although the individual's job-searching process and job-searching results are influenced by changes in external factors, they are more influenced by their own subjective will [2]. Job-searching behavior includes job seekers to achieve job goals and find satisfactory jobs, including job seekers to explore the self and environment, prepare job-searching materials, collect and analyze employment information and specific delivery of resumes, interviews, etc. [3]. The success of college students in seeking employment requires the use and exert of personal ability, psychological capital, social relations and other resources [4]. As college teachers we need to guide college graduates to establish correct values of career choice, improve their employment skills, strengthen career education, improve employment guidance services [5], so it is necessary to explore the factors and effects of college students' job-searching behavior and mechanism of action. Career exploration refers to the process of individuals recognizing themselves in order to achieve career development and self-integration goals, as well as exploring career-related environments, obtaining information cognition, recognition clarification and emotional feedback [6]. Career exploration occurs through every

stage of career development. It is considered as a dynamic cycle of development process and takes possession of a significant position in the course of individual development. [7]. Job-searching self-efficacy is an individual's confidence in completing a series of job-searching activities [8]. The belief in self-efficacy affects the path of individual exploration, the effort people put into pursuing goals, and how long they persist in the face of difficulties and setbacks [9]. Thus, the main purposes of this study are demonstrated as below: 1) to test whether or not career exploration affects college students' job-searching behavior and 2) to explore how job-searching self-efficacy affects the relationship between career exploration and job-searching behavior of Chinese college students.

2. Literature Review

According to the career development stage theory, individuals use information obtained through career exploration practice to implement career planning [10] after completing career exploration practices to make more active job search behaviors. Empirical research shows that career exploration can be effective in promoting job hunting behavior between college students [7], [11]. Based on this, the current study puts forth hypothesis 1: career exploration significantly and positively affect the job-searching behavior of Chinese college students. Empirical research shows that career exploration can affect job-searching behavior, however, related research concerning career exploration affects Chinese college students' job-searching behavior process remains relatively limited, and the intermediary mechanism can help further understand how career exploration affects college students' job-searching behavior. The sense of self-efficacy job-searching is widely used in the job-searching literature [12] and is an intermediary variable worth considering [13]. Job-searching self-efficacy is an individual's confidence in completing a series of job-searching activities [8]. The belief in self-efficacy affects the path of individual exploration, the effort people put into pursuing goals, and how long they persist in the face of difficulties and setbacks [9]. Based on the social cognitive theory of career exploration, individuals gain a greater sense of job self-efficacy [14], [15] as they continue to explore career information, according to which the study presents hypothesis 2: Career exploration significantly positively affect job-searching self-efficacy. Previous studies have found that college students with a higher sense of self-efficacy tend to exhibit more job-searching behavior, and that college students' self-confidence in the job search increases the likelihood of achieving better career outcomes [16]. Repeated measurements of new job seekers in the labor market have shown that job seekers with a higher sense of self-efficacy in long-term jobs perform better than those with lower self-efficacy and are more likely to be in long-term employment [17]. Also from an empirical point of view to verify [18] self-efficacy theory, high self-efficacy can promote individual job-searching behavior, and low self-efficacy will reduce individual job-searching behavior, improve college students job-searching self-efficacy also helps to promote college students job-searching behavior, according to this study, the study put forward hypothesis 3: job-searching self-efficacy has a significant positive impact on Chinese college students job-searching behavior. By exploring how career exploration affects Chinese college students' job-searching behavior, we find that we should not only pay attention to the direct impact of career exploration on Chinese college students' job-searching behavior, but also pay attention to its indirect impact on Chinese college students' job-searching behavior through the sense of job-searching self-efficacy. To sum up, it is put forward that hypothesis 4: self-efficacy of job-searching will mediate the influence of career exploration on the job-searching behavior of Chinese college students. All in all, this study not only examines whether or not career exploration influences college students' job-searching behavior, but also further examines how job-searching self-efficacy would mediate the effect of career exploration and job –searching behavior.

3. Research Method

3.1 Research Framework

This study employed Chinese college students' career exploration as the independent variable, Job-searching behavior as the dependent variable, and Job-Searching Self-efficacy as the mediating variable. On the basis of the research hypotheses, the research structure displayed in Figure1 was proposed.

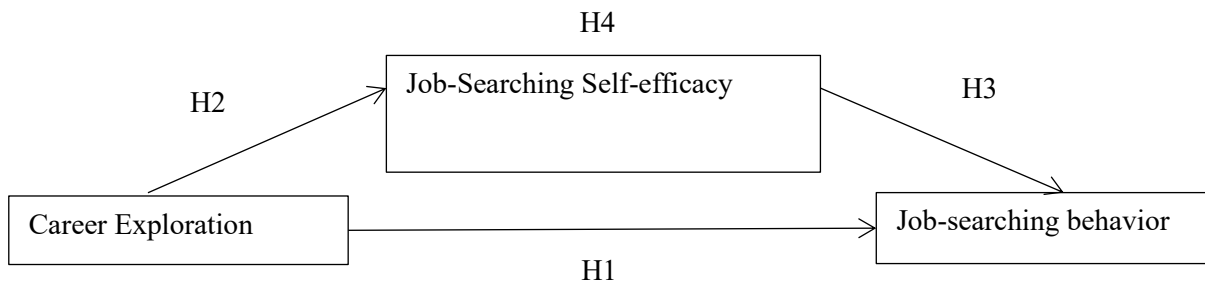


Figure1. Research framework

In this present study, the researchers hope to explore the influence of Chinese college students' career exploration on job-searching behavior while job-searching self-efficacy mediates the effect of career exploration on job-searching behavior of Chinese college students. Four hypotheses are proposed as follows:

Hypothesis 1: Career exploration significantly and positively affect the job-searching behavior of Chinese college students.

Hypothesis 2: Career exploration significantly positively affect job-searching self-efficacy.

Hypothesis 3: Job-searching self-efficacy has a significant positive impact on Chinese college students' job-searching behavior.

Hypothesis 4: Job-searching self-efficacy mediates the effect of career exploration on the job-searching behavior of Chinese college students.

3.2 Subject

Using convenient sampling method to select 202 college students from a regional undergraduate college as the survey participants. A total of 202 questionnaires were collected back with the 100% recovery rate of questionnaires while the questionnaires from 191 college students were retained as valid data following 11 invalid questionnaires were excluded. The effective rate of the questionnaire completion was 94.6%. The questionnaire answer time was approximately 20 minutes for students mainly. Before taking the test, students have been received professional training, testing when the college leaders, teachers and the subjects themselves agreed to use collective testing, emphasizing voluntary filling, information confidentiality, anonymous filling and other principles, and the subject's gender, Grade, professional and other variables were controlled, of which 53 were boys (27.7%), 138 were girls (72.3%), 21 were freshman, 3 were sophomores, 102 were juniors and 65 were seniors. Speaking of their professions, 109 students were from the department of Human Resources Management, 13 from International Economics and Trade Department, 47 from Financial Management and the rest of 22 come from other different professions.

3.3 Research Instrumentation

3.3.1 Career Exploration Scale

This study uses a revised Chinese version [19] of the Career Exploration Scale (CES) compiled by [20] to measure an individual's career exploration activities over the past 3 months. A total of 12 items on the scale constructed under two dimensions covering environmental exploration

and self-exploration. Each dimension individually contains six items. The questionnaire was scored based on a 5-degree Likert-Scale, indicated with “1: almost no,” “2: very little,” “3: general,” “4: more,” and “5: often” from 1-5, respectively. A higher score represents a higher level of career exploration and, conversely, vice versa.

The results were analyzed by exploratory factors analysis and KMO value was 0.894 while Bartlett’s spherical test was found significant. The results indicated that the content structure of the career exploration scale showed a clear two-factor structure, the cumulative interpretation rate of variance was 55.91%, the internal consistency coefficients of the two dimensions were 0.82 and 0.84, respectively. Besides, the consistency resector coefficient within the scale was 0.88. The analysis of verifiable factors shows that the RMSEA is 0.07, CFI = 0.93, NNFI = 0.90, SRMR = 0.06, the two-factor model fits well, and the questionnaire has a good structural effect [21].

3.3.2 Self-Efficacy Scale

The study used a revised version of the job-seeking self-efficacy scale [22], which included three questions. Using the 5-degree Likert-Scale, from 1-5, “1: very inconsistent,” “2: less consistent,” “3: uncertain,” “4: more consistent” and “5: very consistent.” The scores of each item are added together as the total score of job-searching self-efficacy. The higher the score indicates, the higher the level of self-efficacy of job search, and conversely vice versa. The results are analyzed by exploratory factors analysis and KMO value was 0.865, while Bartlett’s spherical test was found significant. The results showed that the job-searching self-efficacy scale is a single-dimensional structure, which can explain 66.09% of the variation and the factor load of each project is above 0.745. The internal consistency confidence factor is 0.74.

3.3.3 Job-Searching Behavior Scale

This study adopted a revised version of the Job Intensity Questionnaire (JSI) prepared by [3] but in China reconstructed by [23], which directly measures how frequently job seekers perform specifically on job-searching behaviors. The scale comprises of a total of 12 questions using a 5-degree Likert Scale from 1-5, respectively, “1: never (0 times),” “2: rarely (1-2 times),” “3: sometimes (3-5 times),” “4: often (6-9 times)” and “5: very frequent (10 times and above).” The score of each item is added to the total score of job-searching behavior, the higher the score indicates that the more job-searching behavior, and conversely vice versa. The results are analyzed by exploratory factors analysis and KMO value was 0.915 while Bartlett’s spherical was found significant. The results show that the results of exploratory factor analysis suggested that job-searching behavior scale is a single-dimensional structure, which can explain 50.70% of the variation, and the factor load of each project is above 0.407. The internal consistency confidence factor is 0.74.

3.4 Data Analysis

SPSS 22.0 is used for data analysis including exploratory factor analysis, validity and reliability test, common method deviation test, independent sample t-test, relevant analysis, regression analysis, mediation model test and other relevant data analysis.

4. Results

4.1 Common Method Biases Test

This study aims to facilitate the sampling method for collecting data, and there may be common method deviation. In the process of distributing the questionnaire, the researchers adopted strict procedural control and emphasized that the results of this questionnaire was only used for academic research purpose along with the information being regarded absolutely confidential. On the other hand, anonymous filling, and different scales are arranged separately for the use

of different scoring methods. In the process of data analysis, this study used Harman's single-factor test to do factor analysis together on 27 items in the scale (career exploration, job-searching behavior, job search self-efficacy, KMO is greater than 0.8, Bartlett's spherical detection was found significant. Also, the main component factor analysis was conducted for all variable items, and the researchers obtained a total of 6 factors with a characteristic root greater than 1. The first factor explained the variation of 33.34%. Based on the extraction of multiple factors and the fact that the amount of variation explained by the first factor is below the critical standard value of 40%, the common method variation problem in this study is not serious, and the obtained data can be analyzed in depth. It is shown that there is no serious common method deviation problem in this study [24].

4.2 Comparison of the differences in demographic variables among career exploration, job-searching self- efficacy and job-searching behavior

Female college students, in this survey, scored significantly higher on job hunting behavior than male college students ($t = -2.725$, $p < 0.01$), i.e., female college students showed more job-hunting behavior while there was no significant difference between male and female college students in career exploration and job-seeking self-efficacy ($p > 0.05$). There are significant differences in job search behavior between college students in term of different academic levels ($t = 8.215$, $p < 0.001$), specific sophomores >juniors> sophomores> freshmen. That is to say, namely, seniors indicated more job-searching behaviors while in career exploration and job-searching self-efficacy, there is no significant difference between the different academic levels of college students ($p > 0.05$); There are significant differences job-searching behavior among college students among different majors ($t = .001$, $p < 0.01$), specifically the International Economics and Trade majors were higher than Financial Management and then Human Resources Management majors were the lowest ($p > 0.05$).

4.3 Descriptive Statistical Analysis for Each Variables

The variable description statistics, as shown in Table 1, are descriptive statistics on the data of 191 valid questionnaires obtained, and the average and standard deviation of the three scales of career exploration, job-searching self-efficacy and job-searching behavior of Chinese college students are obtained. All three scales use 5-degree Likert Scale for data collection, so the data reports that Chinese college students' career exploration behavior, job-searching self-efficacy and job-searching behavior are all at the lower-middle level. The correlation analysis shows that career exploration is positively significant related to job-searching self-efficacy, with the correlation coefficient r . being 0.533 ($p < 0.001$); Career exploration and job-searching self-efficacy were significantly positively related to Chinese college students' job-searching behavior with its correlation coefficients r . 453 and 0.443 ($p < 0.001$).

Table 1 Descriptive Statistical Analysis for Each Variables

Variables	M	SD	Career Exploration	Job-Searching Self-Efficacy	Job-Searching Behavior
Career Exploration	2.891	.661	1		
Job-Searching Self-Efficacy	2.981	.683	.533***	1	
Job-Searching Behavior	2.082	.643	.453***	.443***	1

*** $p < 0.001$

4.4 Mediated Moderation Analysis

The researchers adopted the Mediated Moderation Model Analysis step [2] by specifically taking the career exploration that may affect the variable job search behavior into the first layer; the influence of career exploration on job search self-efficacy into the second layer of the regression equation under several conditions as the premise of controlling gender, grade, and specialty. The influence of career exploration and job search self-efficacy on the behavior of the job search is included in the third layer. The arguments in each step have entered the model in Enter mode (as shown in Table 2. The results showed that career exploration would significantly and positively affect the job search behavior of Chinese college students ($\beta = .450$, $p < 0.001$). Meanwhile, career exploration poses a significant and positive impact on self-efficacy of Chinese college students toward looking for a job ($\beta = .525$, $p < 0.001$). Furthermore, self-efficacy significantly and positively influences the job search behavior of Chinese college students ($\beta = .213$, $p < 0.01$). Therefore, job search self-efficacy has an intermediary effect on career exploration in China's college students job search behavior. For this reason, the hypothesis 1 has been verified and accepted. After putting self-efficacy in job-searching as an addition, the impact of career exploration on job search behavior in Chinese universities is still significant ($\beta = .338$, $p < 0.001$), and the impact of career exploration on job-searching behavior in Chinese universities is still found significant (β from .450 to .338) So self-efficacy in job search plays an intermediary role between career exploration and college students' job search behavior (as shown in Table 2. The intermediary effect of job search self-efficacy was tested by the Sobel Test's test method, and the intermediary effect was significant ($t = 2.879$, $p < 0.01$), the intermediary effect was 0.11, accounting for 24.85% of the total effect ($0.525 \times 0.213 / 0.450$).

Table 2 Career Exploration Influences Job Search Behavior through Self-Efficacy

Variables	Model 1	Model 2	Model 3
	Job-Searching B. Beta	Job-Searching Self-Efficacy Beta	Job-Searching B. Beta
Gender	.130*	.103	.108
Grade	.438***	.153	.405***
Specialty	.164*	.105	.142
Career Exploration	.450***	.525***	.338***
Job-Searching Self-Efficacy			.213**
F Value	24.966***	20.176***	22.770***
ΔR^2	-	-	.032
R^2	.349	.303	.381
Adj R^2	.335	.288	.364

* $p < .05$, ** $p < .01$, *** $p < .001$

5. Conclusion and Discussion

College students' job-searching behavior is also gaining attention from researchers [2]. This study found that active career exploration will promote college students' job-searching behavior, which is consistent with [25] theory of career development stage. In the course of career exploration, individuals will have a purposeful, conscious and continuous strengthening of their own and the external environment of understanding and understanding of the behavior. Their own and career-related information have a more comprehensive understanding, as an important behavior of individual career choice. This phase can help job seekers be more clear about their future job goals, and will encourage individuals to do more job-searching behavior [26].

College students are in the stage of career exploration. The research results reveal us from an empirical point of view, which is that it is very necessary to improve the level of career exploration of college students, and the environment and self-exploration would be considered

as the individual in the exploration process from different angles to make exploration behavior as scholars mentioned that both need attention [27] and need to improve the ability of college students to explore the environment and self-exploration in order to better promote them to do more job-searching behavior, and then successful employment. Specifically, in terms of environmental exploration, college students need to actively experience a variety of professional or extracurricular activities [28] and look for opportunities to test their skills in a particular field as trying to accomplish tasks while in college to see if they like a job and actively talk to people familiar with the profession he or she would be interested in and gain information about today's job market and employment opportunities, and eventually find information about their careers of interest. All in all, college students need to constantly reflect on whether past experiences affect their career choices, who they are [29], and often review their past achievements and challenges, reflect on the impact of their educational background on career choices, and carefully consider whether their career and educational choices meet their family's expectations, and try to imagine themselves taking on different career roles [30] to determine their career direction and make more realistic job-searching behaviors of their own.

This study also further examines that career exploration not only directly promotes college students' job-searching behavior, but also indirectly promotes college students' job-searching behavior by designing to enhance college students' sense of self-efficacy [31]. First of all, career exploration will increase college students' sense of self-efficacy in seeking employment, because the more individuals explore and work on something, the more confident they will be. The results also provide an empirical basis for career exploration of social cognitive theory [32]. Second, college students with a higher sense of self-efficacy tend to do more job-searching behavior [33], and if college students need to be satisfied with their abilities in the course of their activities, such as knowing how to find job openings, knowing how to apply for a particular type of position, and knowing how to prepare a resume, they will have a higher sense of self-efficacy, which helps to maximize the motivation of college students to find a job, which is consistent with previous research conclusions [34]. This intermediary model reveals that we should not only pay attention to the direct impact of career exploration on college students' job-seeking behavior, but also pay attention to some of the intermediary role of job-searching self-efficacy and improve the self-efficacy of college students' job-searching behavior.

Although this study deeply investigates the influence mechanism of career exploration on college students' job-searching behavior, which helps to deepen the understanding of the relationship between the two, it needs to be improved in the upcoming future research: 1) The influence of career exploration on college students' employment ability is discussed with cross-sectional research, and the future research should be discussed in depth in conjunction with vertical research. 2) This study cannot better investigate whether different types of schools will have an impact on job-searching self-efficacy, in the future research should be further examined. In general, the results of this study strengthens the ideas as follows: 1) career exploration significantly and positively predicts job-searching behavior of Chinese college students; 2) career exploration significantly and positively predicts self-efficacy of Chinese college students seeking employment; 3) self-efficacy significantly and positively predicts the job-searching behavior of Chinese college students; 4) self-efficacy plays an influential intermediary role in the career exploration in China's college students' job-searching behavior. To sum up, the influence of career exploration on Chinese college students' job-searching behavior has an intermediary effect.

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The Study about the Relationship Between the Psychological Capital and Academic Achievement: The Intermediary Function of Achievement Goal Orientation

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Abstract

In order to explore the relationship between college students' psychological capital, achievement goal orientation with academic achievement, adopting psychological capital scale for college students, achievement goal orientation scale, and academic achievement scale, the present study made a questionnaire survey among the 567 students from Ningbo University in Zhejiang Province and Guangxi Normal University. The result showed that college students' psychological capital and achievement goal orientation both had significantly predictable functions on academic achievement, psychological capital a significant influence on academic goal orientation, and achievement goal orientation has significantly played a totally intermediary role in the influence of college students' capital psychological capital on academic achievement.

Keywords: college students, psychological capital, achievement goal orientation, academic achievement

1. The presentation of questions

In the 21st century, with the fast development of economy and constant improvement of social culture, our society has gradually paid attentions to college students' academic achievements. Avolio et al. [1] believes that psychological is combination of positive psychological mood that can predict individual happiness and high-performance work index. Achievement goal orientation is a concept of achievement motivation research after the introduction of cognitive factors, plus with the characteristics of recognition, mood and behavior. Through literature review, we can discover that achievement goal orientation can effectively predict academic achievement. This study, on the base of a systematic review of previous theories on achievement goal orientation, and from the perspective of psychological capital, introduced achievement goal orientation as intermediary variable and adopted buffer effect model to explore the internal mechanism of college students' psychological capital on academic achievement.

2. Theoretical basis and research hypothesis

2.1 The relationship between psychological capital and academic achievement

Seligman and Csikszentmihalyi [2] put forward the core concepts of *psychological capital*. He believes that the psychological factors which can lead to individual positive behaviors should be brought into the category of capital. Luthans et al. [3] believed that psychological capital refers to *individual's positive psychological development state, and the characteristics are self-efficacy, optimism, hope, resilience*. Vanno et al. [4] had a research that academic psychological capital has positive and direct influence on study. Adil et al. [5] has proved that psychological capital is a positive predictor of academic achievement. The research from Nambudiri and Ghulyani [6] has showed that psychological capital has positive impact on academic achievement. Bandura [7] believed that Perceived self-efficacy would affect whether a person

adopts pessimistic or optimistic way of thinking, thus it will affect the way he deals with or evades tasks. The research from Komarraju and Nadler [8] discovered that self-efficacy and belief are positively correlated with academic achievement. Snyder et al. [9] believed that people whether have ideas to start and continue along the chosen path towards these goals. Some researches [10] show hope is closely related to sports performance, and students' learning [11] in school is a goal-oriented activity.

Hypothesis 1: Psychological capital (self-efficacy, optimism, resilience, hope) has a significant positive impact on academic achievement.

2.2 The relationship between achievement goal orientation and academic achievement

About achievement goal orientation, Elliott [12] put forward a framework, and the goal was proposed as a core factor in the achievement model. Rothstein [13] defined the motivation as a driven force of students' learning goals, they choose to engage in activities to achieve these goals, and this drive force the intensity of their activities and then affects behavior. Somuncuoglu [14] discovered that achievement goal orientation can significantly predict learning strategies and thus affect academic achievement. According to Tuominen et al. [15], he pointed out that when students are in the performance mode aiming to surpass or show better than others, this kind of psychology may lead to success in school, which means that goal orientation may be closely related to academic achievement.

Hypothesis 2: Achievement goal orientation has a significant impact on academic achievement.

2.3 The relationship between psychological capital and achievement goal orientation

Schunk [16] discovered that students will participate in learning activities with goals and self-efficacy to achieve them. And in another research, Schunk [17] believed that the teachers who lack of self-efficacy will avoid intensifying activities out of their ability. In contrast, teachers with high self-efficacy will find ways to help students succeed in tasks, and it is not easy for them to give up students with difficulties. In 2007, Luthans et al. [3] revised the definition of psychological capital, holding that psychological capital refers to the positive psychological development state of an individual, and self-efficacy is an important dimension of psychological capital. Therefore, we speculate that psychological capital may have a positive effect on goal orientation.

Hypothesis 3: Psychological capital has a significant impact on achievement goal orientation.

2.4 The relationship among psychological capital, achievement goal orientation and academic achievement.

According to the above three hypotheses and the buffer effect model, the buffer effect refers to the indirect influence of psychological capital on an individual's academic output by influencing some mediating variables. As for the mechanism of psychological capital on the final variables, some studies found that psychological capital did not completely directly influence the outcome variables but allowed the intermediary variables to influence the academic output. For example, Peng et, al. [18] found that both psychological capital and organizational commitment were significantly related to job burnout. The structural equation model of this study showed that psychological capital not only directly acted on organizational commitment, but also influenced organizational commitment through the buffering effect of job burnout. Therefore, assuming that psychological capital can not only enhance academic achievement but also enhance academic achievement through academic goal orientation, the effect can be understood as achievement goal orientation with the support of psychological capital will have a positive impact on academic results, thus mediating the relationship between psychological capital and academic achievement.

Hypothesis 4: Achievement goal orientation may play a significant mediating role in the process

of the effect of psychological capital on academic achievement.

3. Research method

3.1 Research sample

In this study, questionnaires were sent in Ningbo University and Guangxi Normal University convenient selection of freshmen to senior students. And 675 questionnaires were collected, 567 of which were valid, and the effective rate was 84%.

3.2 Research tool

3.2.1 Psychological capital

Referring to the research of Luthans [3], Wang's [19] revised psychological capital scale has four dimensions of self-confidence, resilience, optimism and responsibility, with 15 topics. And the Cronbach's α value of the scale is 0.949, which means the questionnaire has good reliability and validity.

3.2.2 Achievement goal orientation

Drawing lessons of Elliot and Chureh's [12], Wang et al. [19] revised the achievement goal orientation scale based on the actual situation of Chinese college students, with 13 topics. And the Cronbach's α value of the scale is 0.910, which means the questionnaire has good reliability and validity.

3.2.3 Academic achievement

It is adapted and revised according to Wang employee performance scale [19], consisting of three dimensions of learning performance, interpersonal promotion and study dedication. The objective score is composed of intellectual education score, moral education score, literature and sports score and comprehensive score. And the Cronbach's α value of the scale is 0.956, which means the questionnaire has good reliability and validity.

3.3 Data process

Spss 23.0 was used for descriptive analysis and correlation analysis. Amos23.0 was used for mediating model validation. The relationship between psychological capital, achievement goal orientation and academic achievement was investigated. The test level was $\alpha = 0.05$.

4. Research results

4.1 Research on the state of college students' psychological capital, achievement goal orientation and academic achievement

It can be seen from table 1 that college students' psychological capital, achievement goal orientation and academic achievement are at a medium level, among which self-confidence, resilience and optimism in psychological capital are at a medium level, while responsibility is relatively low, and interpersonal promotion in academic achievement is at a medium low level.

Table 1. Scores of psychological capital, achievement goal orientation and academic achievement of College Students

Scale	Dimension	MD	SD
Psychological capital	Self-confidence	2.47	0.76
	resilience	2.48	0.81
	optimism	2.38	0.75
	responsibility	1.96	0.77
	Study goal	2.21	0.73
Achievement goal orientation	Performance-approach goal	2.39	0.79
	Performance avoid goal	2.51	0.86
	Learning performance	2.14	0.65
Academic achievement	Interpersonal promotion	2.09	0.63
	Study dedication	2.29	0.73
	Objective grade	2.52	0.65

4.2 Correlation analysis among all variables

It can be seen from the correlation analysis in table 2: First, the correlation between each dimension of college students' psychological capital and each dimension of academic achievement is very significant, which means college students' self-confidence, resilience, optimism and responsibility are closely related to academic achievement. Second, the correlation between each dimension of college students' psychological capital and each dimension of achievement goal orientation is very significant, which means college students' self-confidence, resilience, optimism and responsibility are closely related to achievement goal orientation. Third, the correlation between achievement goal orientation and each dimension of academic achievement has reached a very significant level, which shows that college students' learning goals, achievement approach goals, achievement avoidance goals are closely related to academic achievement.

Table 2. Correlation Analysis of College Students' psychological capital, achievement goal orientation and academic achievement

dimension	1	2	3	4	5	6	7	8	9	10	1 1
Self-confidence	1										
resilience	.737* **	1									
optimism	.687* **	.695* **	1								
responsibility	.604* **	.616* **	.619* **	1							
Study goals	.709* **	.688* **	.662* **	.773* **	1						
Achievement approach goals	.530* **	.454* **	.603* **	.524* **	.646* **	1					
Achievement avoidance goals	.233* **	.185* **	.264* **	.248* **	.283* **	.320* **	1				
Study performance	.560* **	.536* **	.570* **	.623* **	.663* **	.525* **	.292* **	1			
Interpersonal promotion	.560* **	.537* **	.574* **	.590* **	.655* **	.509* **	.288* **	.765* **	1		
Study dedication	.573* **	.563* **	.523* **	.474* **	.658* **	.492* **	.195* **	.699* **	.738* **	1	
Objective achievement	.440* **	.415* **	.408* **	.382* **	.447* **	.476* **	.136* *	.526* **	.522* **	.545* **	1

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$ (Bilateral test), the same below

4.3 Verification of the relationship model among college students' psychological capital, achievement goal orientation and academic achievement

According to the procedure of intermediary effect test, the structural equation model is used to test the intermediary effect between psychological capital and academic achievement. First, test the total effect of psychological capital and academic achievement, and establish the total effect structure model 1. The fitting indices of model 1 and actual data are up to the standard value (Table 3), which indicates that the model fits well. And the path coefficient of the total effect of psychological capital and academic achievement was 0.79 ($p < 0.001$), which reached a significant level.

Secondly, the achievement goal orientation intermediary variable is added between psychological capital and academic achievement, and the structural model of intermediary effect is established to test the intermediary effect. The results show that the fitting indexes of model 2 and actual data are also up to the standard value (Table 3), which indicates that the model fits well. The path coefficient of model central capital to achievement goal orientation is 0.94 ($p < 0.001$), and that of achievement goal orientation to academic achievement is 0.73 ($p < 0.001$). After adding intermediary variables, the standardized path coefficient of psychological capital and academic achievement changed from 0.79 ($p < 0.001$) to 0.11 ($p > 0.5$), which was not significant. It shows that achievement goal orientation plays a complete

intermediary role between psychological capital and academic achievement, that is, psychological capital has a positive effect on academic achievement through achievement goal orientation.

Table 3. Structural equation model fitting index

MODEL	GFI	RMR	SRMR	NFI	TLI	CFI	RFI	IFI	PNFI	PGFI
MODEL1	0.095	0.014	0.028	0.969	0.964	0.976	0.955	0.976	0.658	0.506
MODEL2	0.915	0.021	0.036	0.931	0.920	0.940	0.908	0.940	0.694	0.568

As can be seen from figure 1, the path coefficient from psychological capital to achievement goal orientation is 0.94, which is significant. And the path the path coefficient from achievement goal orientation to academic achievement is 0.73, which is significant. The path coefficient from psychological capital to academic achievement is 0.11, which is not significant. Therefore, achievement goal orientation plays a complete intermediary role between psychological capital and academic achievement.

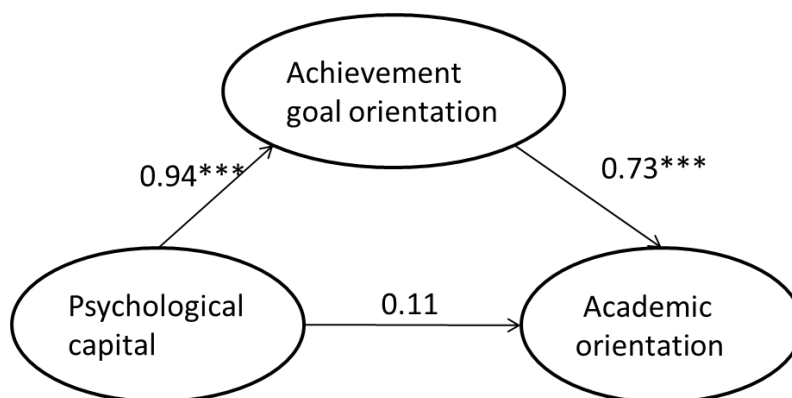


Figure 1 the relationship model of College Students' psychological capital, achievement goal orientation and academic achievement

5. Discussion and analysis

5.1 The present situation of college students' psychological capital, achievement goal orientation and academic achievement

It can be seen from figure 1 that college students' psychological capital, achievement goal orientation and achievement are in the middle level, which is related to state's strong supports for education, especially high-level education. The three dimensions of self-confidence, optimism and resilience in psychological capital are at a high level. In the achievement goal orientation, the learning goal, achievement approaching goal and achievement avoidance goal are all in the middle level, and the achievement avoidance goal is relatively the highest, which may be because our assessment mode is based on examination questions. In academic achievement, interpersonal promotion is relatively low, and objective achievement is relatively high, probably because our selection method is based on examination results, so we care more about objective achievement score.

5.2 The relationship between psychological capital and academic achievement of college students

This study found that college students' psychological capital has a positive predictive effect on academic achievement, indicating that the higher the college students' psychological capital, the higher their academic achievement, which is consistent with the research results of Vanno et al. [4] and Adil et al. [5]. Seligman and Csikszentmihalyi [2] defined the psychological factors that lead to individual positive behavior into the category of capital, that is, psychological capital. And the research from Jafri [19] proved that the psychological capital of the students with high performance is obviously higher than those with low performance, which is in accordance with this theory and law. Therefore, hypothesis 1 is verified: psychological capital (self-efficacy, optimism, resilience, hope) has a significant positive impact on academic achievement.

5.3 The relationship between achievement goal orientation and academic achievement

This study found that college students' achievement goal orientation has a positive predictive effect on academic achievement, indicating that the higher the college students' achievement goal orientation, the higher their academic achievement, which is consistent with Somuncuoglu's [14] research that achievement goal orientation can significantly predict learning strategies and thus affect academic achievement. Rothstein [13] defined motivation as the driving force of students' learning goals. Only the stronger the sense of goal is, the stronger the students' learning motivation is, which affects their behavior and the intensity of the behavior in order to achieve these goals. Thus, hypothesis 2 is verified: Achievement goal orientation has a significant influence on academic achievement.

5.4 The relationship between college students' achievement goal orientation, psychological capital and academic achievement

The results show that achievement goal orientation plays a complete mediating role between college students' psychological capital and academic achievement. McClelland et al. [20] believed when individual's own motivation comes into being, that is, when an individual is devoted in achieving the standard of excellence and actively in pursuing the goal, action is regarded as the motivation of achievement. So, it can be seen that goal achievement orientation affects the action and determines the level of academic achievement. In other word, when psychological capital acts on academic outputs, it first feeds back a positive psychological support to the achievement goal, and then after having the achievement goal orientation, it determines the students' learning behavior and affects the academic achievement. The result of this study is consistent with this theory, so the hypothesis can be verified: Achievement goal orientation plays a significant intermediary role in the influence of psychological capital on academic achievement.

6. Conclusion

The conclusion of this study: (1) College students' psychological capital and achievement goal orientation are significant predictors of academic achievement. (2) Psychological capital has a significant influence on achievement goal orientation. (3) Achievement goal orientation has a significant mediating role on the impact of college students' psychological capital on academic achievement.

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Study on the relationship between college students' physical exercise and subjective experience

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Abstract

The objective is to explore the relationship between college students' physical exercise and subjective exercise experience. Methods are that 209 college students were investigated by the questionnaire of physical activity grade and subjective exercise experience. About results, there were significant gender differences between college students' physical exercise and subjective exercise experience. College students participating in physical exercise has a direct and positive effect on enhancing their subjective exercise experience. There are significant differences in the amount of physical exercise between the two subjective exercise experiences: positive well-being and psychological distress. The subjective exercise experience of positive well-being has significant difference in different physical exercise intensity. The conclusion is that the colleges and universities should arrange suitable physical exercise programs according to the physical and psychological characteristics of college students and gender differences.

Key words: college students, physical exercise, subjective exercise experience, differences, relationship

1. Introduction

National fitness has been promoted as a national strategy, and health refers to a person who is in good physical, mental and social condition. It belongs to both individuals and society. With the development of science and the rest, work and rest. Only when two are in a relatively balanced state of exercise can life be healthy [1]. As one of the important means to promote physical and mental health, exercise has been paid more and more attention by people. Without timely intervention and guidance of social anxiety, social anxiety disorder will often occur, which will seriously affect the relationship between classmates and learning [2]. Studies have shown that a certain degree of physical exercise has a good intervention effect on college students' social skills. harmonious interpersonal relationship optimistic and cheerful personality cultivation etc. [3]. For college students, how to pay more attention to the quality of life, strengthen the consciousness of the quality of life, Scholars at home and abroad have studied the benefits of mental health from many aspects and the function of physical exercise to promote mental health has been paid more and more attention. It is particularly necessary to explore ways to promote college students to enhance their awareness of physical exercise and develop scientific exercise behaviors [4]. And its function of improving psychological quality has been proved by many studies. Physical exercise can enhance cognition. improve individual emotion, reduce anxiety, improve subjective well-being, self-harmony, etc. Therefore, physical exercise is a key factor affecting individual health level. Subjective exercise experience, as the subjective feeling and understanding after exercise, is directly affected by physical exercise. At present, the physical quality of college students is not optimistic [5] and mental diseases frequently occur [6]. Therefore, how to guide more college students to participate in physical exercise, promote their adherence to physical behavior and the development of mental health is an urgent problem for college sports workers to solve. Chinese scholars have found that 34.3%

of college students have body image problem, and incidence rate of female students is significantly higher than that of male students [7]. This study aims to explore the relationship between college students' physical exercise and subjective sports experience. In addition, objectification theory points out that self-objectification is a risk factor affecting woman's physical and mental health [8]. Self-objectification means that individuals examine and evaluate their own physical appearance from the perspective of a third party [9]. The study by Nina Ivancic et al. concluded that gender differences are reflected in boys' post-exercise positive well-being and girls' post-exercise fatigue. Prichard et al. found that exercise can improve woman's negative evaluation of body image [10]. Subjective exercise experience refers to the degree of subjective experience of physical exercisers on positive and negative emotional states and physiological consumption after exercise, resulting in a series of phenomena restricting exercise behavior such as avoidance and rejection [11]. Weaken the motivation intensity and restricting the plan to produce tend to retreat and escape. [12] This study intends to explore the relationship between college students' physical exercise and subjective exercise experience. This study aims to investigate the influence characteristics of physical exercise on subjective exercise experience in a deeper level, including the differences men and women. In order to better improve the subjective exercise experience, promote college students' sports behavior learning and individual physical and mental health.

2. Objective

This paper focus on exploring the relationship between physical exercise and subjective exercise experience. The latest researches on the subjective exercise experience of college students were pored over in recent years. Chen [13] found that the research on the influence of physical exercise on the subjective exercise experience of college students is relatively rare, which explains the urgency of studying the relationship between them. This study is based on the basic situation of college students' participation in physical exercise by referring to the measurement data from Liang Deqing [14] "physical activity rating scale", McAuley and Courneya [15] "subjective exercise experience scale". Then the obtained data are analyzed. First of all, the difference of college students' sex, exercise quantity and exercise intensity are identified to provide evidence for seeking whether gender has significant difference in the subjective exercise experience of college students. Arthur and Raedeke [16] propose the design and implementation of gender-appropriate projects to encourage students to adopt more active lifestyles; Secondly, the effects between the two factors are analysed, Students' subjective feelings vary greatly because of the different types of activity, Bebeley, et al.[17] pointed out that it inevitably affects and produces positive subjective feelings, especially in terms of happiness and psychological distress, to sort out the relationship between college students' physical exercise and subjective exercise experience; the suggestions and ways of improving college students' positive happiness are put forward to eliminate psychological troubles and relieve fatigue. Finally, Abazovi et al. [18] pointed out that the school physical education should be given more attention. According to the conclusion and the data, schools should set diversified courses, formulate different exercise programs, and add more exercise facilities. Thus, different people can achieve relatively suitable and ideal exercise effects, so that they can participate in physical exercise activities more actively, happily, and voluntarily. The hypotheses of this study are as follows: 1. Whether there are significant differences between college students' physical exercise and subjective exercise experience. 2. Whether there are significant differences in subjective exercise experience among different physical exercise quantities. 3. Whether there are significant differences between subjective exercise experience and different physical exercise intensity. Li [19] found that on the one hand, it can deepen the study of college students' psychological positive well-being, experience a positive psychological state. Bebeley, et al. [20] recommend that the introduction of compulsory health and physical education in schools and

colleges shall be set to enhance public health benefits related to physical education and sports.

3. Research methods

3.1 Testee

In this study, convenience sampling method was used to select 220 undergraduate students in a certain area as the survey objects. 220 questionnaires were sent out and 220 were collected with a recovery rate of 100%, 11 invalid questionnaires were excluded, and 209 valid questionnaires were collected with an effective recovery rate of 95%. Among them, 90 (43.1%) are male and 119 (56.9%) are female.

3.2 Research tool

3.2.1 Physical Activity Rating Scale

To evaluate the amount of physical exercise through the intensity of physical exercise, the duration of a single exercise and the frequency of participating in the exercise, and to measure the level of participation in physical exercise. Score of physical exercise = intensity × (time -1) × frequency. Each aspect is graded on a scale of five from one to five. The highest score of physical exercise is 100, and the lowest score is 0. The standard for the amount of physical exercise is: the minimum amount of exercise is ≤ 19 points, the moderate amount of exercise is 20-42 points, and the large amount of exercise is ≥ 43 points. This scale has good reliability and validity and has been widely used in the measurement of physical exercise for adults and college students.

3.2.2 Subjective Exercise Experience Scale

“Subjective Exercise Experience Scale” includes three dimensions of positive happiness, psychological distress and fatigue, and contains 12 items in total. It adopts Lycott’s 7-level scoring method: 1 point for very disagrees, 7 points for very agrees, and 4 points for the middle score. The number of items and evaluation methods of each subscale are as follows: the subscale of positive happiness includes 4 items, 1, 4, 7, 10. The score of the 4 items is added together. The higher the score, the stronger the positive happiness experience; The subscale of psychological distress includes 4 items, 2, 5, 8 and 11. The scores of the 4 items are added together. The higher the score, the more serious the degree of distress. The fatigue subscale has 3, 6, 9, 12, 4 items and they add up their scores, the higher the score, the more severe the fatigue. It is suitable for college students [21]. Exploratory factor analysis was conducted on the subjective exercise experience scale. KMO and Bartlett spherical test were adopted, KMO coefficient = .803, and Bartlett spherical test reached a significant level, indicating that it was suitable for factor analysis. The factor load of all the items in the scale was BBB 0.4, the eigenvalue was BBB 1, and the total interpretation amount was 64.414%. The internal consistency coefficients of the three dimensions were respectively .744, .830, .811, indicating that the scale had good reliability and validity.

3.2.3 Data processing

SPSS22.0 was used for data analysis.

4. Research results and analysis

4.1 Descriptive statistics of college students’ physical exercise and subjective exercise experience

4.1.1 Descriptive statistical analysis of college students’ physical exercise

According to the scoring method of physical activity rating scale, the mean and standard deviation of the amount of physical exercise of college students participating in this survey were counted. It can be seen that the frequency of college students’ physical exercise in daily

life is high, indicating that 81.3% of college students' physical exercise is small exercise amount.

Table 1 College students physical exercise quantity statistical table

	<i>M±SD</i>	<i>Small amounts</i>	<i>Moderate amount</i>	<i>Large amount</i>
Physical exercise quantity	12.354±17.287	170 (81.3%)	23 (11%)	16 (7.7%)
Physical exercise intensity	2.330±1.048			
Physical Exercise Time	2.225±1.048			
Physical exercise Frequency	3.570±1.050			

4.1.2 Descriptive statistical analysis of college students' subjective exercise experience

Table 2. Statistical table of subjective exercise experience

	<i>M</i>	<i>SD</i>
Positive well-being	4.206	1.034
Psychological troubles	2.379	1.018
Fatigue	3.553	1.258
Subjective exercise experience	3.379	.673

4.2 Analysis on the difference of various factors in physical exercise and subjective exercise experience of college students of different genders

Table 3. t-test analysis table

Dimension	Male		Female		t
	M	SD	M	SD	
Physical exercise quantity	18.578	20.714	7.647	12.298	4.448***
Physical exercise intensity	2.600	1.100	2.130	.962	3.255**
Physical Exercise Time	2.590	1.150	1.95	.872	4.402***
Physical exercise Frequency	3.560	1.061	3.58	1.046	-.165
Subjective exercise experience	3.475	.731	3.417	.616	.625
Positive well-being	4.658	1.088	4.193	1.071	3.088*
Psychological troubles	2.247	1.019	2.479	1.010	-1.636
Fatigue	3.519	1.332	3.578	1.203	-.331

* $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

4.3 The difference analysis of various factors of different physical exercise amount and subjective exercise experience

Table 4 Comparison of subjective exercise experience of different physical exercise quantities

Dimension	Small amount of exercise (N=170)	Moderate amount of exercise (N=23)	Large amount of exercise (N=16)	F
Positive well-being	4.284±1.082	4.717±.792	5.094±1.100	5.294**
Psychological troubles	2.472±1.011	2.120±1.097	1.766±.698	4.507*
Fatigue	3.587±1.258	3.576±1.298	3.156±1.200	.860
Subjective exercise experience	3.448±.686	3.471±.674	3.339±.436	.219

Note: * p < 0.05 ** p < 0.01 *** p < 0.001

4.4 Analysis on the difference of various factors of different physical exercise intensity and subjective exercise experience

Table 5. Comparison of subjective exercise experience of different physical exercise intensities

Dimension	Slight movement	Intensity of small	Moderate strength	Short time and high	Sustained high strength	F
Positive well-being	4.035±1.219	4.228±1.019	4.738±.992	4.821±1.023	5.000±.000	4.607*
Psychological troubles	2.550±1.135	2.503±.933	2.209±1.059	2.042±.910	2.750±1.060	2.003
Fatigue	3.585±1.258	3.665±1.205	3.471±1.384	3.364±1.227	3.375±1.945	.412
Subjective exercise	3.390±.695	3.465±.630	3.473±.789	3.410±.551	3.708±1.001	.220

Note: * p < 0.05 ** p < 0.01 *** p < 0.001

4.5 The difference analysis of various factors of different physical exercise time and subjective exercise experience

Table 6 Comparison and analysis of subjective exercise experience at different time of physical exercise

Dimension	Less than 20 minutes	20 to 40 minutes	41 minutes to 60 minutes	61 to 90 minutes	Over 90 minutes	F
Positive well-being	4.115±.897	4.424±1.123	4.409±1.024	4.750±1.401	5.000±1.448	2.017
Psychological troubles	2.611±1.031	2.408±1.064	2.262±.844	2.161±1.187	1.700±.575	2.144
Fatigue	3.630±1.171	3.527±1.308	3.659±1.313	3.340±1.354	3.250±.950	.372
Subjective exercise	3.390±.695	3.465±.630	3.473±.789	3.410±.551	3.708±1.001	.220

4.6 Analysis on the difference of various factors of different physical exercise frequency and subjective exercise experience

Table 7 Analysis table of different physical exercise frequency

Dimension	Little involvement (N=3)	2-3 times a month (N=26)	1 to 2 times per week (N=83)	3-5 times a week (N=43)	About once a day (N=54)	F
Positive well-being	4.833±1.010	4.202±.980	4.365±1.086	4.547±1.080	4.384±1.208	.536
Psychological troubles	2.833±.804	2.414±.922	2.386±.976	2.233±.870	2.444±1.239	.431
Fatigue	4.250±1.561	3.346±.925	3.636±1.299	3.523±1.114	3.510±1.434	.513
Subjective exercise experience	3.972±.555	3.321±.558	3.462±.593	3.434±.650	3.446±.827	.706

5. Discuss

5.1 The amount of physical exercise of college students

This study found that the amount of physical exercise calculated by the questionnaire is divided into small amount, medium amount and large amount of physical exercise, which shows that there is a general lack of physical exercise among college students, and physical exercise directly affects their health. Schools should seek scientific methods of physical exercise and train various physical activities according to different physical conditions [22].

5.2 Gender difference between college students' physical exercise and subjective exercise experience

This study found that there are significant gender differences between physical exercise and subjective exercise experience, and subjective exercise experience determines the situation of physical exercise. Boys are significantly higher than girls in the amount, intensity, time and positive happiness of physical exercise, which is basically consistent with domestic research conclusions [23]. In terms of experience after exercise, there is a significant difference in positive happiness, and boys are significantly higher than girls, which is consistent with Duan Xu's research [24]. There are differences between male and female students' experience after exercise, and the positive happiness experienced by male students is significantly higher than that experienced by female students, which is consistent with the domestic research results [25]. Therefore, in physical education class, it is necessary to properly strengthen the teaching of positive physical exercise concept to girls, so that girls can experience the happiness brought by physical exercise [26]. Combined with the results, we can see that there is a positive correlation between positive happiness in subjective exercise experience and the amount of physical exercise, and we can feel positive happiness after exercise [27].

5.3 Differences of subjective exercise experience in different amounts of physical exercise

By subjective exercise experience this study on the differences between the amount of physical exercise to do the variance analysis, found that after testing positive happiness, psychological troubles two subjective exercise experience on different physical exercise quantity has significant differences, subjective exercise fatigue and the overall experience both subjective exercise experience in there is no significant difference on different amount of physical exercise. The higher the amount of physical exercise, the higher the subjective happiness, which is basically consistent with the conclusion of domestic research [28]. The reason is because sports can strengthen people's physique, promote the healthy development, insist for a long time to

exercise can promote the healthy development of people's memory, thinking ability, perception, and at the same time, physical exercise can treat the body disease and mental disease, enhance the level of self-esteem [29] so we should fully realize the importance of improving college students' physical exercise participation, regardless of boys and girls should take an active part in physical exercise, to lay a solid foundation for the physical and mental health of college students all-round development [30].

5.4 Differences of subjective exercise experience in different physical exercise intensities.

This study found that positive well-being has significant differences in different physical exercise intensity, while psychological troubles and fatigue have no significant differences in different physical exercise intensity. The intensity and time of physical exercise can improve the positive happiness of college students. Subjective exercise experience is closely related to physical exercise intensity. The better an individual's physical strength and spirit, the higher his positive happiness after exercise [31].

6. Suggestions

6.1 Colleges and universities choose the most appropriate physical exercise

Increase the research on the relationship between physical exercise and subjective exercise experience and choose different sports according to students' characteristics to improve the effect of subjective exercise experience. Brunstein (1998) thinks that happiness can be improved only when goals are suitable for people's intrinsic motivation and needs. The cooperative exercise situation is more conducive to meeting the needs of exercisers and can improve positive emotions more effectively [32].

6.2 Strengthen the perfection of campus sports facilities.

According to the investigation of college students' physical exercise effect, exercise environment and exercise facilities in many areas, it is found that the satisfaction is low, which reflects the urgent need to strengthen the physical and cultural construction of campus sports [33]. Therefore, in the future, we should strengthen the investment and management of sports facilities and optimize the campus environment.

6.3 Reasonable arrangement of physical exercise according to gender difference.

In physical exercise and teaching, we should pay attention to gender differences, set different exercise goals and experience happiness during exercise, so as to improve college students' participation and adherence to physical exercise.

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Exploring the Relationship of Transformational Leadership and Teachers' Organizational Citizenship Behavior in Universities of China : Job Satisfaction, Organizational Commitment and Psychological Contract as Mediators

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Abstract

The purpose of this study is to invest the relationship of transformational leadership and organizational citizenship behavior and examine the possible mediating attitude variables. We set the organizational citizenship behavior of university teachers as the research object, set transformational leadership behavior as the independent variable, teachers' organizational citizenship behavior as the dependent variable, three employee's attitudinal factors as intervening variables. This conceptual paper construct the concept of the mediation relationship model and the corresponding research hypotheses, and propose the following viewpoints through the demonstration: transformational leadership has an impact on teachers' OCB through three mediating variables, among which there is also a certain positive correlation. It will provide some references for the author's team to conduct further empirical research on organizational citizenship behavior and transformational leadership behavior in Chinese universities. The research will help universities to improve their management of the human resources by stimulating teachers give full play to their potential.

Keywords: transformational leadership, teachers' organizational citizenship behavior, job satisfaction, organizational commitment, psychological contract

1. Introduction

Since the reform and opening-up of China, the imparting knowledge and educating people in colleges and universities have roughly undergone three stages: dominated by propaganda department, dominated by personnel department, dominated by teachers' comprehensive management department, reflecting the different work priorities and management characteristics such as the ideological advocacy of vocational requirements and the coordination requirements [11]. It is widely believed that the role of teachers' comprehensive management department in universities depends largely on the factors such as leadership style and organizational culture.

In recent years, leadership styles have become an important topic of study in the management field, and many researchers consider leadership style as an important variable in influencing how members of an organization function [42]. Transformational leadership, as a research hot spot of new leadership theory, has received more and more attention [17].

For the development of Chinese universities at the present stage, it is a realistic problem for the leaders of every university to further strengthen the internal management, especially the management of teachers' human resources, to stimulate every teacher give full play to his/her potential and work hard [12]. The work of university teachers is very creative, professional, complex, exploratory and flexible, which makes the school usually unable to properly regulate. Therefore, compared with other types of organizations, the autonomous behavior of teachers in

university organizations, especially the display of teachers' organizational citizenship behavior, becomes particularly important [9].

According to the research literature, there are many factors that influence the organizational citizenship behavior of organization members. find the factors can be classified into four categories: personal characteristics of employees, task characteristics, organizational characteristics and leadership behaviors. Among personal characteristics, employees' attitude factors, including job satisfaction, organizational commitment and trust in leaders, are considered to be the most important factors affecting employees' organizational citizenship behavior, while leadership behavior is one key factor affecting organizational citizenship behavior.

Todd [40] pointed out that the concept of transformational leadership provides school leaders with the necessary strategies to cope with the constant changes and challenges from outside. Ye and Ni. [44] believe that transformational leadership not only takes into account the needs of teachers, but also stimulates teachers' growth, self-realization and commitment to the school organization, making teachers voluntarily work for the organization. In order to motivate teachers to give full play to their initiative, the leaders of some Chinese universities have carried out the arrangement and reform of policies and systems [12].

However, according to literature review, most studies on the relationship between leadership behavior and organizational citizenship behavior are conducted in the context of enterprises, while only a few studies are conducted in the context of schools. Do the research conclusions drawn from the background of enterprises and also apply to the background of education context especially in universities? There are some gap for research in Chinese context. For example, how do the influence of transformational leadership behavior on TOCB in universities happen? Is it direct or indirect? Are there intermediate variables? What exactly are the mediation variables? Although there are theoretical studies in some of the literature, effective empirical studies with reference value in the Chinese context need to be enriched. It is difficult to find a definitive answer from the available literature.

Admittedly, researchers pointed out individual characteristics, task characteristics, organizational characteristics, and the influence of leadership behavior on organizational citizenship behavior, as well as some literature studies, which revealed the causes and processes of organizational citizenship behavior to a certain extent, but they did not reveal the psychological mechanism of its occurrence [12].

On the other hand, organizational citizenship behavior is a kind of action and work output. Employees' internal psychology or attitude, such as emotional commitment, will bring about their work output and extra-role behavior after they are affected. Therefore, in order to truly and comprehensively reveal the mechanism of the organizational citizenship behavior of college teachers and the mechanism affected by the leadership behavior, it is necessary to introduce the psychological or attitude factors of teachers as mediating variables for analysis and research.

Therefore, this research aims to investigate the theory of organizational citizenship behavior of university teachers in China, setting transformational leadership behavior as the independent variable, teachers' organizational citizenship behavior as the dependent variable, and the most frequently mentioned three employees' attitudinal factors in the literature such as job satisfaction, organizational commitment and psychological contract as intervening variables.

We try to construct an intermediary relationship model of the influence of university leadership behavior on teachers' organizational citizenship behavior and puts forward corresponding research propositions, laying some foundation for the next empirical research.

2. Literature Review

In recent researches, some literature have pointed out that leadership behavior is the antecedent that influences organizational citizenship behavior [17], [25]. Some researchers indicated the relationships between leadership styles, OCB, and employees' attitudinal factors in China, Arab and India educational systems [26], [28], [32].

Next we will review some of the literature related to the main concepts of this study.

The result of empirical research in the context of schools in a specific developing country context by Samuel, N., Peter, S., Eddie, D. [35] show transformational leadership dimensions to have strong effects on teachers' job satisfaction and organizational commitment.

Neil, A. and Kuncono, T. Y. [29] found that there was no direct influence of transformational leadership on OCB, but the effect of transformational leadership on organizational citizenship behavior must be through job satisfaction in employees of one company in Indonesia. They also found job satisfaction has significant positive effect on OCB and it functions as a mediator of the influence of transformational leadership and organizational culture on OCB.

The study of Seung H. H., et al [36] examined the fundamental process through which transformational leaders play a significant role in employees' knowledge sharing by investigating mediating roles of individual affects. The result indicated significant direct effects of transformational leadership on psychological empowerment, organizational commitment.

The research of Lee, Y. H., and Woo, B., Kim, Y. [21] examined the relationship of transformational leadership, affective commitment and OCB. Affective commitment is an indicator of organizational commitment which is related to the willingness to be tied to the organization, which the individual stays in the organization because of own desire. Their results showed that transformational leadership is positively associated with affective commitment, which in turn is positively associated with OCB.

Hassanreza, Z., and Keyvan, S. [15]'s study showed the relationships of trust, job satisfaction, organizational commitment and OCB. Their findings support direct effect of job satisfaction on OCB.

In Ayesha, N. [2]'s research, it is shown that training and development opportunities, work-life policies and empowerment practices have significant positive relationship with organizational commitment and also organizational commitment impacts positively in enhancing the organizational citizenship behavior of the teachers.

Sofiah, K. K. and Mohd, Z. A. R. [37] examined the mediating effect of organizational commitment in the organizational culture, leadership and organizational justice relationship with OCB.

It is validated that job satisfaction has strong effects on organizational commitment and OCB [16]. On the other hand, organizational commitment plays a mediating role in the relationship of job satisfaction and OCB [15].

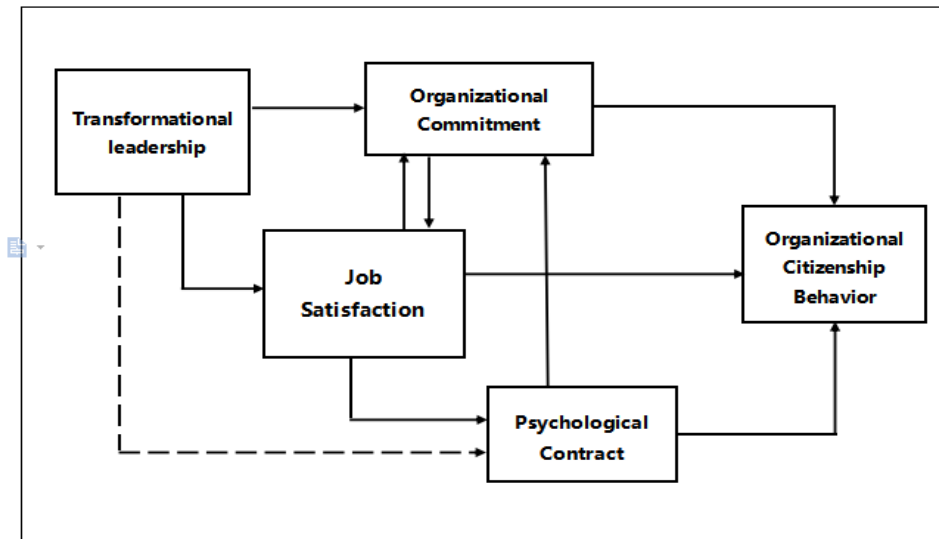
Ifzal, A., Mueen, A. Z. [18] validated the impact of psychological contract fulfillment (PCF) on OCB and examine the underlying mediating mechanism of perceived organizational support (POS). The findings demonstrate significant direct impacts of PCF on OCB and on POS.

Wang, Y., K. [41] studied the relationship between job satisfaction, organizational commitment and psychological contract. The results showed the positive effect of psychological contract on organizational commitment and the positive effect of organizational commitment on job

satisfaction.

Olga, E. [30] tried to explore the relationship of transformational leadership, psychological contract breach and organizational identification. The result demonstrated that transformational leadership, fairness perceptions and psychological contract breach are important explanatory contributors to organizational identification. And the relationship of transformational leadership and psychological contract is mediated by justice.

3. Conceptual Framework



4. Research Propositions

Proposition 1: TL is positively related to JS, and OC.

Proposition 2: JS and OC has significant positive effect on OCB.

Proposition 3: JS has positive effect on OC and PC.

Proposition 4: OC has significant positive effect on JS.

Proposition 5: PC has significant positive effect on OCB and positively related to OC.

Proposition 6: TL would have positive effect on PC.

5. Conclusion and Significance

This conceptual paper constructs the concept of the mediation relationship model and the corresponding research hypotheses and propose the following opinions through the demonstration: transformational leadership has positive impact on teachers' OCB through three mediating variables, job satisfaction, organizational commitment, and psychological contract. There are also certain positive correlations among the three variables. The follow-up empirical study based on Chinese university teachers would support the propositions through quantitative analysis.

There are some significance of this study. First of all, based on previous studies, this study may transplant the theory of organizational citizenship behavior to university organizations and studied the structure and dimensions of organizational citizenship behavior of university teachers, which helped us to understand the concept and connotation of organizational citizenship behavior of university teachers. On the other hand, on the basis of previous studies, we will set the university leadership behavior as the independent variables, teachers' organizational citizenship behavior as the dependent variable, with three attitudinal variables

as intervening variables, trying to construct university academic organization leadership behavior and the mediation of relationship between teachers' organizational citizenship behavior model. This study tries to prove that through the role of leadership behavior, influencing and changing teachers' inner work attitude is a more effective and long-term way to stimulate teachers' self-motivated and spontaneous behaviors that are conducive to teachers' work. Therefore, this study will reveal the internal mechanism of the influence of leadership behavior on teachers' organizational citizenship behavior in university organizations, so as to enrich and improve the theories related to leadership behavior and organizational citizenship behavior.

In addition, one more contribution of this study may be reflected in the research on the mediating role of psychological contract because previous studies on the relationship between leader-organizational citizenship behavior paid less attention to psychological contract. Moreover, a few previous research has directly proved the direct correlation between transformational leadership and psychological contract. We attempt to verify the relationship between the two in China higher education context.

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An examination of teachers' technology readiness in the acceptance of mobile learning systems in Chinese higher education

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Abstract

In China, a series of new technologies including mobile learning have been imposing accelerating impact on the teaching and learning patterns in educational institutions like higher education. Although the efficiency of learning and teaching will be improved with the integration of mobile technology into curriculum, teachers' intention of adopting may vary, therefore fast and vast adoption of mobile technology may not be guaranteed. This paper proposes to examine the teachers' technology readiness in the acceptance of mobile learning systems in Chinese higher education by through mixed methods from the perspective TAM theory and see how teachers' technology readiness affects their adoption of mobile learning systems.

Keywords: Technology readiness, TAM, Teachers' acceptance, Higher education, China

1. Introduction

Now the world has been shifted from an industrial age to the digital age and is developing even faster than ever before with the expansion of internet and information technologies, the impact of which has transformed the way of work in many industries, higher education included of course. The potential and adoption of mobile technology in higher education has been a keen attention from researchers. Due to the widespread of mobile technologies in higher education, mobile learning is an area which needs continuous research. Previous researches haven been done on mobile learning, and regions like the United States, the United Kingdom, Taiwan [1]. Being a digital emerging power, China (mainland) can be where mobile learning can be widely applied and researched. "Attention shall be given to the revolutionary impact of information technology on education development. Education informatization should be put into the state strategy for comprehensive informatization, and education information networks should be arranged in advance." [2] Education informatization has been viewed as a driving force for modernization and quality education for years [3]. In 2012, the Ministry of Education in China issued Education information 10 years development plan (2011–2020) which explicitly put forward the requirement of integrating technology into teaching and learning across subjects, including facility investment, technical supports, and teachers' technological and pedagogical skills to ensure technology integration into education. [4] Due to the limited class teaching time and increasingly higher outcome society look for from university students, mobile learning technology comes as one which offers use and ease to facilitate and supplement learning and teaching anywhere at any time. The application and intention to implement mobile learning in higher education in China is not in line with the related research, compare with western countries. Therefore, the research of mobile learning in Chinese higher education can be one field where more attention can go. China enjoys a comparatively higher penetration rate in mobile learning [5]. In addition to making communication more efficient, mobile phone users are taking the opportunity provided by mobile technology to learn. For instance, mobile technology has been used in university course learning at different levels and many research

studies have explored how to integrate mobile learning into college curricula for learning efficiency [6], [7]. The integration of information technology with education have been put in the limelight.

As some literatures indicated, technology readiness, as an external variable, matters in the acceptance of teachers' acceptance of mobile learning systems in China and puts impact on people's perceived use and perceived ease of use. Teachers' attitudes of applying mobile learning systems affects their acceptance of using mobile learning systems. Therefore, this paper aims to examine with data the effect technology readiness has on teachers' acceptance of mobile learning systems in Chinese higher education. By exploring the impact of TR on teachers' technology adoption in light of increased adoption of mobile technology, universities can prepare more flexible curricula to maintain regular teaching and learning activities with stronger stability, keeping the students on a go whenever and wherever they are.

In higher education in China, besides the abovementioned changes, educational concept and devices have been under change too, so the teachers need to study new educational technology to keep up with these trends. However, policies don't guarantee teachers' use of technology [8], even some world-known learning systems famous for its efficiency and easy access cannot be an attraction. What is the teachers' perception on their technology readiness? What is the teachers' perception on usefulness, ease of use, and technology adoption of mobile learning? Is there a correlation between teachers' technology readiness and their technology adoption of mobile learning?

2. Literature Review

2.1 Mobile Learning

Many higher education institutions are doing mobile learning to provide flexibility in learning. With the proliferation of wireless devices and technologies, a growing trend can be seen of mobile learning. One of the distinct features of mobile learning comes from mobile devices, ranging from social media to educational "apps". Mobile learning varies according to trends in mobile device types and functionality, along with learner types and the use of mobile devices in various disciplines and courses. The Mobile Education Laboratory of Peking University Modern Educational Technology Center believes that mobile education refers to the use of mobile terminals (such as mobile phones) by students and teachers to achieve interactive teaching activities more easily and flexibly, relying on the more mature wireless mobile network, Internet and multimedia technology [9].

2.2 Technology acceptance model (TAM)

2.2.1 TAM

The TAM was first devised by Davis [10] to help determine an individual's attitude toward adopting and using a given technological system. The model represents an adaptation and extension of RAT, which was first formulated by Fishbein and Ajzen [11]. According to Davis [12], the relative strength of individuals' attitudes and subjective norms directly influence the strength of their behavioral intentions to perform certain behaviors. A key foundation of RAT is the notion that individuals' beliefs pertaining to the consequences of a specific behavior play a prominent role in their attitudes and perceptions and subsequently their intention to perform that behavior. TAM is based on the notion that an individual's behavioral intention to adopt is the result of a combination of both external variables and internal beliefs, which subsequently influences TA behaviors [12]. TAM can be used to explain and predict adoption and usage behavior in respect to IT. TAM is widely considered to be one of the most influential models for predicting technology acceptance behaviors. Davis proposed two fundamental beliefs that are reflected in TAM as PU and PEOU [12]. These two perceptual beliefs are presented as the

key determinants in the adoption of new technologies.

Teachers, in education industry, are the ones who have the autonomy to determine technology use in terms of the type, frequency, and quantity, which partly explains why technology acceptance study becomes a focus of interest among educational researchers [13].

2.2.2 Perceived Usefulness (PU)

Davis, Bagozzi, & Warshaw defined perceived usefulness the prospective user's subjective probability that using a specific application system will increase his or her job performance within an organizational context. Perceived usefulness is a major determinant of people's intentions. Within TAM, perceived usefulness was specified a priori, based on the observation that variables having to do with performance gains had surfaced as influential determinants of user acceptance in previous IS studies. [14]. Yang and Du refer to perceived usefulness the users' thought that technologies were useful to them or to the group, then they will adopt them. The research purpose mainly explores how teachers perceive the usefulness of the mobile learning in their educational technology ability training which cover improve the teaching and learning, save time, the usefulness of the training resources and contents, promoting the renewal of ideas by mobile training. [15]

2.2.3 Perceived Ease of Use (PEU)

Perceived ease of use refers to the degree to which the prospective user expects the target system to be free of effort and is a significant secondary determinant of people's intentions to use computers [14]. Domingo & Gargante found out that perceived ease of use of mobile knowledge management learning systems can positively predict perceived usefulness by learners, and perceived usefulness is the key factor for learners' willingness to be guided through a system's learning process [16]. Yang and Du confirmed the positive correlation between perceived ease of use in teachers' mobile learning of training, indicating that learners feel the easier use of learning platforms, and the happier they feel about the learning. The perceived ease of use of mobile learning was influenced by three factors which were related to teachers perceived self-efficacy, their level of anxiety when using technology, and their experience with the advanced features of mobile technology. [15]

2.2.4 Relationship among the constructs in TAM

The TAM held that the use of the technology was determined by the behavioral intention, and behavioral intentions were determined by the attitude toward use and the usefulness of perception, attitude toward using were determined by the perceived usefulness and perceived ease of use, perceived usefulness is determined by perceived ease of use and external variables, perceived ease of use was determined by external variables (Davis et al., 1989).

There was a positive correlation between perceived usefulness and perceived ease of use in user mobile learning of training. As the results of the research showed if the learners feel the platform and resources are easy to use, they feel more likely to use them. There was a positive correlation between perceived ease of use in user mobile learning of training, indicating that learners feel the easier use of learning platforms, and the happier they feel about the learning. A positive correlation was confirmed between behavioral intention and behavior of use, indicating that possibility of completing training was closely relevant to the trainees' learning behavioral intention. [15]

Previous studies have confirmed the work of TAM in various cases, including researches in teachers' adoption of mobile learning. Taking into consideration of the great power of TAM in explaining acceptance of technology related subjects, TAM shall be assumed to work well in

teachers' acceptance of mobile learning technology.

2.3 Technology Readiness (TR)

Over the years, apart from frequent adoption of TAM to explain user's adoption of technology related subject, its limitations have emerged also. That is TAM is lack of consideration of external variables.

Technology readiness suggests that people have different disposition toward technology use, and then he separated people into five groups according to their character: ranging from laggard to innovator. Parasuraman and Colby defined technology readiness as "people's propensity to embrace and use new technologies at home and at the workplace". The positive and negative belief about technology categorized into four distinct technology readiness dimensions, namely optimism, innovativeness, discomfort and insecurity. Since mobile learning technology is an internet based one which enables people to learn without the restriction of locations, in this study, the following four dimensions will be used to measure teachers' technology readiness, for a multiple-item scale with sound psychometric properties was already developed by Parasuraman and Rockbridge Associates, Inc, named Technology Readiness Index (TRI), which can be used to obtain deep understanding of the readiness of technology user to accept and interact with technology [17].

2.3.1 Optimism

Optimism is a positive view of technology; a belief in increased control, flexibility, and efficiency in life due to technology.[18] People regarded as optimists use more active coping strategies than pessimists and these strategies are more effective in achieving positive outcomes. It is inversely related to emotional distress, worry and concern about bad experiences as well as perceived risk, and perceived control. Optimists are less likely to focus on negative events and thus confront technology more openly. They are more likely to accept their situation and less likely to be escapists. Therefore, optimists are more willing to use new technologies.[19] Thus optimism leads to more positive attitudes and will help bring out more positive attitudes towards computers [20]. Therefore, we assumed that an optimist perceives a technology as being more useful and easier to use because he or she worries less about possible negative outcomes.

2.3.2 Innovativeness

Innovativeness is a tendency to be a technology pioneer and thought leader; Ji Hyuk Joo employed innovativeness in a study of Korean university students' social commerce behavior, specifically personal innovativeness because innovativeness is relatively stable descriptor of an individual and invariant regardless of situations [21], or uninfluenced by environmental and internal variables [22]. According to a previous study, more innovative people, so-called the early adopters, have less complex belief set pertaining to new technology [23]. Walczuch et al also proved that high innovativeness toward technology leads to higher perceived ease of use (PEOU) of a specific technology [22].

2.3.3 Discomfort

Discomfort is a perceived lack of control over technology and a feeling of being overwhelmed by it; people have the feeling of discomfort have a need for control and a sense of being overwhelmed. Persons scoring high on the discomfort scale suffer from a perceived lack of control and a sense of being overwhelmed by technology. This might be improved through informative feedback and augmented ease of use [24]. People who score high on the discomfort trait perceive technology as more complex and thus less easy to use. Walczuch, Lemmink &

Streukens confirmed discomfort had a negative impact on PEU, as predicted. Employees scoring high on this dimension felt overwhelmed by the complexity of technology. Discomfort had no impact on PU as predicted [22]. Since then as a negative dimension, discomfort were not often studied in technology adoption.

2.3.4 Insecurity

As described by Kwon and Chidambaram, apprehensiveness results in individuals avoiding the use of computers due to their innate fear of technology [25]. The reasons for this might lie in the skepticism people have to new technologies. In 1995, about one fourth of Americans felt “very insecure” when setting their digital alarm clock [26]. Walczuch et al believed that insecurity is distrust of technology and skepticism about its ability to work properly, and proved insecurity had a negative effect on PU and PEU; as predicted, insecure employees perceived IT as less useful and less easy to use [22].

2.4 Assumption

Previous studies have confirmed the work of TAM in various cases, including researches in teachers’ adoption of mobile learning. A positive correlation between perceived usefulness of mobile learning and behavioral intention to use it has been confirmed; teachers’ feeling of ease of use is proved to be positively related to their behavioral intention of use mobile learning in personal training. Taking into consideration of the great power of TAM in explaining acceptance of technology related subjects, TAM shall be assumed to work well in teachers’ acceptance of mobile learning technology, leading the following hypotheses:

H1: teachers’ perceived usefulness of mobile learning system will be positively related to their intention to use;

H2: teachers’ perceived ease of use of mobile learning system will also be positively related to their intention to use;

Lin et al. put forward the TRAM to improve both the applicability and explanatory power of TR and TAM. The proposed model supplements the two system specific dimensions of TAM (PEOU and PU) with the personality dimensions of TR. According to Lin et al., TR and TAM are interrelated with technology (TR) being closely related to PU and PEOU. [27] Technology readiness was found to play an important role in influencing teaching in the blended learning environment in higher education [28]. Technology readiness and perceived usefulness positively affect intention to use mobile services. The effects of personal innovativeness and computer anxiety on perceived ease of use were found, but the assumed effect of innovativeness on perceived usefulness was not supported [29] in a study of the acceptance and use of a virtual learning environment in China. Other factors in technology readiness have less been examined, therefore in this study technology readiness as an external variable of TAM will be examined through all optimism, innovativeness, discomfort and insecurity in the acceptance of mobile learning systems in China. The positive dimensions of TR (optimism and innovativeness) lead to increased levels of PU and PEOU, and the negative dimensions of TR (insecurity and discomfort) lead to decreased levels of PU and PEOU [30]. Hypotheses are made as:

H3(a): Technology readiness has its positive effect on Chinese teachers’ perceived usefulness of mobile learning systems;

H3(b): Technology readiness has its negative effect on Chinese teachers’ perceived usefulness of mobile learning systems;

H4(a): Technology readiness has positive effect on Chinese teachers’ perceived ease of use when adopting mobile learning systems.

H4(b): Technology readiness has negative effect on Chinese teachers’ perceived ease of use when adopting mobile learning systems.

2.5 Proposed research model

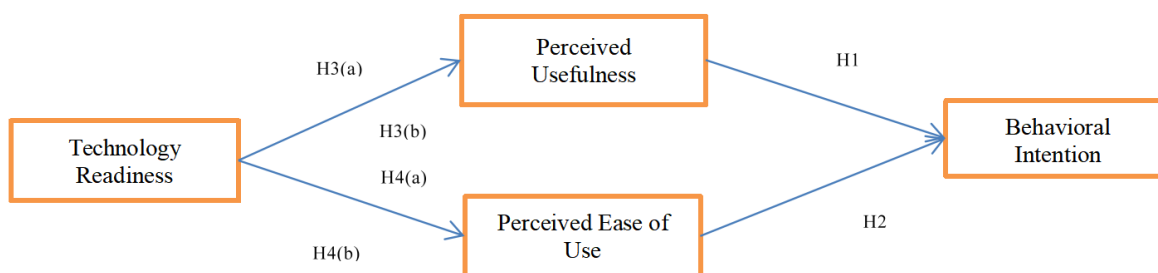


Figure 1: Research Model

3. Methodology

A mixed methodology approach shall be taken in this research. In order to test the proposed model empirically, private universities in the south-western China were selected because they had been rather conservative in teaching pattern, however had to conduct online teaching during Covid-19 in 2020 and thrived to optimize course teaching in order to follow the trend of information revolution in teaching in China.

3.1 Population and sample

Around 300 private university teachers will be the research population. Before the survey, two steps will be taken. Firstly, in case of wide divergence of thinking, an interview of 30 teachers will be held to check the understandings of these concepts. Then, a pilot test will be done with 30 teachers chosen in a random way answer the survey to check the reliability and validity.

3.2 Research Instruments and data collection

With good understanding of the concepts, definitions will be given and measures will be developed to assess the concepts with Likert 5 scaled questionnaire for their quick answer. It will start with literature measurements, which will be adapted based on the qualitative research. After the questionnaire is finalized, the online survey will be given to 300 teachers in major disciplines to answer. Large samples are required to get extensive thinking of teachers toward using mobile learning systems in their teaching. Our main interest is on teachers' technology readiness and use mobile learning, which mostly comes from the teachers.

3.3 Data analysis

Since Likert 5 scaled questionnaire will be used, the data collected can be regarded as quantitative, so simple regression will be used to test H3(a), H3(b) and H4(a), H4(b), while H1 and H2 will be test with Multiple regression.

4. Conclusion

Technology readiness may vary from teacher to teacher and has put impact on people's perceived use and perceived ease of use. Teachers' feeling of discomfort and insecurity negatively affects their acceptance of using mobile learning technology, while optimism and innovativeness show positive influence in the technology adoption. From the demographic characteristics of research population, middle aged and old teachers show an indication of feeling reluctant to use mobile learning technology due to more time and energy required to adopt the technology and the operation of mobile learning systems. Insecurity comes from all ages of teachers, worrying system failure, ideas being plagiarized, or authority reduced due to less face-to-face teaching. To improve teachers' acceptance of mobile learning technology, system training and a long-term help service shall be considered by the university

administration. Required hardware and software environment shall be provided for the consistent running and emergency solutions.

For better and wider adoption of mobile learning systems, educational institutions shall design a long-term incentive mechanism to stimulate teachers' desire and courage to update their previous ways of teaching. Besides, good supports for the provider of the mobile learning systems will also need to relieve teachers' insecurity of using this new gear.

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The Influential Factors of Administrative Teachers' Low Willingness on Public Elementary School at Taiwan

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Abstract

This study aimed to realize and determine the main influential factors that administrative teachers' low willingness on public elementary schools at Taiwan for future researchers' reference. By qualitative analysis on administrative teachers' personal factors, school environment factors and social factors that the study result shown four dimensions which are 1) Administrative workload & professional request 2) The professional growth of administrative teacher 3) Family support & personal tendency, and 4) Personal pay-roll satisfaction. The four dimensions of main influential factors that are not only could offer the administrative teachers to establish related background knowledge and prerequisite knowledge but also for potential researchers in future who intends to design related questionnaire surveys and interview outlines as reference.

Keywords: Administrative Teachers, Elementary School, Influential Factors, Low Willingness, workload

1. Introduction

1.1 The Current Status

In Taiwan, because that the elementary schools' administrative organization has been seen as a rigid and the administrative work is complicated task since before.

At end of school year in June or July each year, although candidates for new administrative teachers are always difficult to seek and determine because that there are many teachers who are unwilling to accept their appointments or invitation by school principal.

Mostly, numbers of teachers refuse it by various reasons that shown the result quite unfavorable to develop school affairs and the overall growth of elementary school s, Lai [1] and Lu [2] both emphasized the status on their studies.

1.2 The Complicated School Environment for Administrative Teachers

In the past, the administrative system of elementary school was mostly requested to focus on teaching courses and studies that now trapped on a difficult situation. Li [3] indicated that Taiwanese traditional concept makes the organizational structure rigid and complicated, and the content of administrative works were boring.

Nowadays, more and more school teachers are not interested in administrative works. Generally, except the requested teaching courses, teachers who serve as administrative staffs must deal with related works, participate in various school affairs or activities, and submit school affairs relative statistics data and paper works, etc., which obviously increases the workload of teachers [4].

If time and energy of teachers are insufficient, or the workload become heavier than before, also if school can't provide enough needed support that the work results are not as good as expected, it always inevitably deepens the heavy burden of teachers. Work pressure will make

teachers' work commitment and willingness to take the task of administrative works even lower than before [5], [6].

Besides, since the recent rise of school democratic ideology and personal consciousness expression at Taiwan, the negative behavior among certain school colleagues have created a lot of resistance or obstacles for school affairs and management that makes most of administrators have feel more difficult to promote school affairs on such a status than before [7], [8].

1.3 Internal and external factors affect teachers' willingness to take the task of administrative works.

Most of internal factors can be distinguished such as “organizational identification”, “job value, job achievement”, and “spiritual rewards”. External factors are “school status”, “administrative issues”, “pay-roll level and benefits”, “leadership of principal”, and “interpersonal interaction”, etc. [9].

Meanwhile, external factors obviously affect personal internal factors. What if a school is in a harsh external status, it is difficult to increase the willingness of teachers to accept any school administrative task duties [10], [11].

Particularly, those who are directors of school administrative works need to assist the principal in the overall management of school affairs, and during same time, to deal with the needs of different interests, play as a very important role of communication among teachers, students' parents, community groups and the administrative teachers themselves. The difficulty for school administrators lies on their dual status who play as a school teacher and an administrator [8], [12].

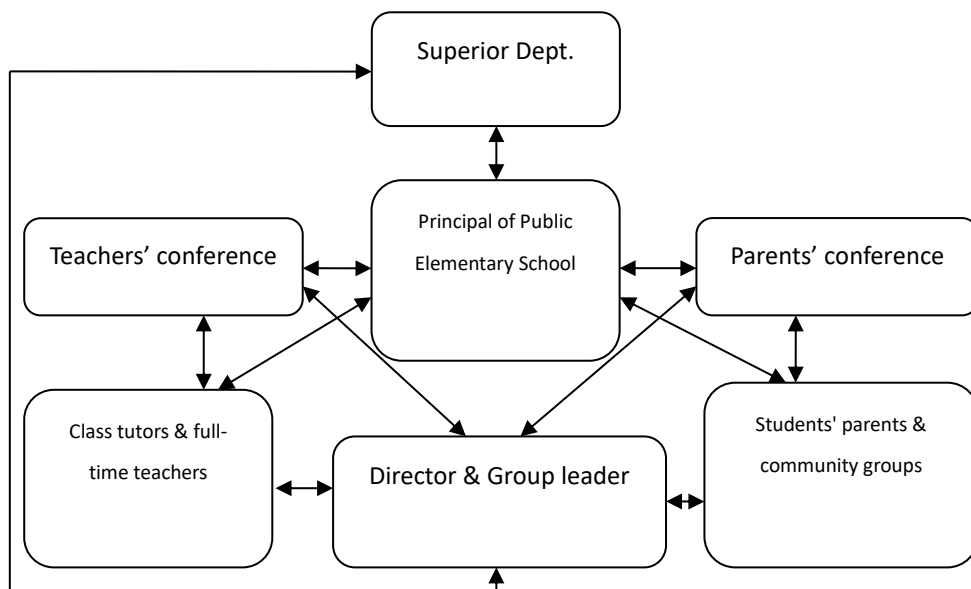


Figure1. Relationship of elementary school teachers as administrative staffs

The above figure shown administrative teachers of public elementary school who are beneath the higher educational administrative department such as City or County Educational Bureau that the school itself to be the role of connecting the upper and lower administrative tasks units [13].

Wang [14] stated that there are two positions most teachers are reluctant to have are “director of academic affairs” which is responsible for courses arrangement; and “director of student affairs” who manages students’ behaviors.

Therefore, it is necessary to have an in-depth realization of the main influential factors affecting the administrative teachers on the existing systems. The complicated school organizational structure formed over the past years that needs to ponder and analyze the reasons, then to explore and seek the possible solutions.

2. Research method & recent studies

2.1 Method

The study employed a systematic literature review, influential factors and teachers’ low willingness were framework.

The ERIC Citation Index database was used to search for articles using the search terms “administrative teacher”, “influential factor” and “low willingness”, separately, because there were widely used term in general studies. The ERIC database was selected for it does collect articles in field of education that is an indexing of worldwide database. Besides, the number of publications, the citations, the index and other bibliometric indexes of ERIC research output plays a major role in integrating of research performance evaluation in the national, regional and international levels, etc.

2.2 Recent studies

In recent years, there are not many related studies directly discussing teachers’ willingness to be an administrative teacher. Somehow, satisfaction at work does not really motivate members to invest in work. However, lower satisfaction on their work will undoubtedly reduce the level of work involvement of members [15], [16], [17].

3. Result and discussion

The analysis of ERIC literature, knowledge etc., is not isolated but it needs integration. Especially, the following four points are mainly for illustrate the influential factors of teachers’ willingness to accept or refuse to be administrative staffs.

- 1) Heavy administrative workload of teachers
- 2) Professional skills requirements of administrative task
- 3) Impact of conflict on occupation and family life
- 4) Impact of personal income taxation regulations

3.1 Administrative workload of teachers is obvious heavy.

Zhou [18] pointed out that teachers have both “teaching” and “learning.” Therefore, teachers feel happy when they have the opportunities to learn new knowledge or practical skill that they always do not feel tired or stressed.

However, except daily teaching, the administrative teachers have to deal with many routine repetitive administrative tasks. Moreover, data of achievements, evaluations, participation in related school affairs meetings and planning related issues, holding research activities, and handling various emergency issues that temporarily assigned by superiors at any time [19], [20].

If there are communication difficulties between teachers and parents, the director must come forward to coordinate it [21]. If there are major incidents such as bullying and corporal punishment at schools, they must be dealt with and be reported immediately, etc. [14], [22]. Besides, the heavy loading makes administrative teachers feel the extra working pressures often [23], [24].

In contrast, although the work of class tutor is also heavy and not easy, somehow, basically only if class tutor takes good care of the class, there are in fact few administrative tasks that need to be handled [25].

For example, class tutors have to do student tuition collecting, transportation guidance, and student outside sweeping area supervision, most of school activities only request administrative teachers present [26].

Although the Minister of Education of Taiwan has repeatedly promised to promote administrative loading reductions, and make teachers focus on teaching only [14]. However, there is no sign that can be seen to increase the number of more school administrative staffs in public elementary schools recently.

3.2 The growth of professional administrative teacher is not easy

Yan [27] pointed that among the administrative teachers, only “directors” are trained by government, but not “group leaders” have official training.

Therefore, “group leaders” by accumulated administrative experience but lacked of professional knowledge to face on superiors” education policy goals and planning etc. [28], [29], [30], [31], [32].

In recent years at Taiwan, absence of incentives make most of teachers are unwilling to be administrative staffs that makes certain office divisions usually appear an unstable status on school operations due to frequent changes of administrative members [12], [28], [33].

Zhang [34] stated that school administration and teaching work are cumbersome and heavy. Besides, there is always a feeling of being busy, however, whenever a serious school accident occurs, school administrators may be involved with name of against the law.

The most frequently heard rumor among teachers is administrators may expose themselves to the risk of imprisonment due to insufficient professional ability and legal knowledge, or even damage their retirement rights, etc. [2], [28]. .

For example, in the past few years, the term “profiting others illegally” has been circulated in administrative offices and campuses, as if it was synonymous with facing to be a jail prisoner [35].

Zhao [31] had selected three school directors and three group leaders to conduct interviews in his research. The results had shown that the connotation of administrative work is diversified and professional administrative staffs’ growth is necessary. As suggested by You & Chen [36], it is necessary to establish and offer pre-working study and training with coaching mechanisms

for future administrative teachers to improve on their administrative execution capabilities.

3.3 Work-family conflicts obviously affect family daily life.

Byron [37] stated the concept of work-family conflict mainly discusses the conflict between individual work position and family roles. It is a form of conflict in which work affects family daily life.

The family is a system in which people interact with each other, and family members gather to share each other's living norms and rituals [38].

Teachers who concurrently perform school administrative work overtime usually and must go to school to deal with administrative works during the school winter and summer vacations. It may even cause the breakdown of the relationship between husband and the wife, also the tension of the parent-child relationship [2], [28], [39].

To teachers themselves, most of researchers emphasized how teachers manage their own emotions to improve EQ emotional quotient, etc. [40].

3.4 The implementation of personal income taxation regulation cause a negative impact to teachers

In 2013, Taiwanese elementary and secondary school teachers began to declare personal comprehensive income tax [12].

At the same time, the Ministry of Education of Taiwan was proposed three supporting measures to reduce the unsatisfied voice. Somehow, in facts, to those administrative teachers do not create any reducing on their working pressure, nor increase their professional subsidy, and they must go to school during the winter and summer vacations same as before [28], [41].

It can be seen that the pay-roll incentives for administrative teachers are relatively weak. On the contrary, after the implementation of the personal income taxation of teachers in elementary and secondary schools, the low willingness of teachers to be the administrative staffs has added one more reason for refusing to take it [28], [42].

After all, a very important function of an office management always based on a smooth transaction between teachers and school administrators [43]. Therefore, based on the main influential factors of the mentioned above are consolidated as follows that clearly be visible.

- 1) Administrative workload & professional request
- 2) The professional growth of administrative teacher
- 3) Family support & personal tendency
- 4) Personal pay-roll satisfaction

4. Conclusion

The main purpose of this study is to fully establish related background knowledge of the influential factors that affect the administrative teachers for any future potential researchers. Meanwhile, it also could be used as the prerequisite knowledge for anyone who intends to design questionnaire surveys and interview outlines.

Thereafter, future potential researchers could analyze and realize why most administrative teachers are unwilling to take the task of administrative works by reviewing the four factors to prepare the potential research goal, plan and orientation to seek for possible solutions in future.

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The Influence of Achievement Goal Orientation on Academic Achievement of English Major University Students in Tianjin: Taking Learning Strategies as A Mediator

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Abstract

The purpose of this study was to explore the impact of achievement goal orientation and learning strategies on learning and achievement of English majors in Tianjin, China. The study model was established by using learning strategy as a mediator variable. Convenience sampling was used to conduct a questionnaire survey, and English majors from Tianjin Language University were taken as the sample. A total of 500 questionnaires were issued, and the response rate was 100%, the analysis was break down by statistically. The results showed that there were significant differences in achievement goal orientation between genders of English majors in Tianjin. There were no significant differences in learning strategies and academic achievements in different genders. Significant differences in achievement goal orientation and learning strategies in different grades were found. However, there was no significant difference in academic achievement. Achievement goal orientation had a significant positive effect on academic achievement. And learning strategies had a completely mediating effect between achievement goal orientation and academic achievement.

Keywords: Achievement Goal Orientation, Learning Strategies, Academic Achievement, English Major of University Students

1. Introduction

With the development of economy and the progress of society, talents have gradually become the guarantee of a country's strong competitiveness. As an important standard to measure the quality of talents, students' academic achievement at school provides guarantee for colleges and universities to transfer talents to the society. Academic achievement can be divided into a narrow sense and a broad sense. In the narrow sense, academic achievement in higher education only refers to academic performance. The academic achievement of higher education in a broad sense is the comprehensive development of students during the period from entering the field of higher education to stepping out of the field of higher education. It not only refers to the academic performance, but also includes the entrance opportunity of higher education itself and the job search results after receiving higher education [27]. The academic achievements selected in this paper can better explain the results of English major college students during and after learning.

Achievement motivation is a new research topic, among which achievement goal orientation is

a frontier topic, which is an extension of the study of goal setting and a concrete manifestation of social cognitive orientation in achievement motivation [9]. Achievement goal orientation is an important motivational variable, which can explain individual achievement motivation and achievement behavior from the perspective of social cognition [7]. In the current social environment, English as an international language, has long been an officially designated language in international diplomatic occasions and in the field of international scientific research. More than half of the world's printed publications are published in English. In the era of English globalization, English learning is of great significance to personal ability improvement, social development and national prosperity. More than 80% of universities in China offer English majors. Although English majors are developed in line with the market, due to the blindness of enrollment expansion, English majors are "Frustration" and gradually lose their original competitive advantages [5]. Therefore, the academic achievement of English major universities is becoming more and more important.

Scholars believe that learning strategies have a beneficial effect on knowledge integration and experience activation. More importantly, learning strategies make students' learning behaviors highly directional and persistent, thus effectively promoting students' academic success. This further suggests that learning strategies become "markers" of whether students will learn or not, also an important factor for college students' learning efficiency and quality. It is very important to analyze the relationship among achievement goal orientation, learning strategy and academic achievement of English majors. Through the basic achievement goal orientation, trying to achieve better academic achievement through different learning strategies is the concern of every English major college student.

Tianjin as a new first-tier development city, has a unique geographical location with development prospect, excellent pattern of urban and Binhai New Area. Different from the fast-paced life pattern of first-tier cities, Tianjin as the happiest city in China can provide a good study environment for college students to study [26]. The university selected in this paper is one of the first eight independently established higher foreign language colleges in China. The English major is a featured major of the college, and of the nations.

2. Literature Review

2.1 Achievement Goal Orientation

At present, many psychologists believe that people's social behavior is affected by social cognitive factors, or it is these social cognitive factors that determine the individual's behavior. Dweck [1] believes that achievement goal orientation is a planned cognitive process with cognitive, affective and behavioral characteristics. The concept of Goal Content Theory has been verified in various fields, and its research results are worthy of reference for participants and instructors in different fields [10], [15]. Although different scholars have different definitions of achievement goal orientation, they all believe that achievement goal orientation refers to the individual's perception of the purpose or significance of achievement activities. Because different individuals have different cognitions of the reasons for pursuing success or achievement, different individuals hold different goal beliefs. These goal beliefs generally affect the nature of the motivation that an individual exhibits in a given situation. Thus, it

provides a framework for individuals to interpret and react to events, and ultimately forms different emotional, cognitive, and behavioral patterns.

2.2 Academic Achievement

Scholars have different definitions of academic achievement. Pan [16] believes that academic achievement is not only about students' performance, but also about the change of students' attitude, moral cultivation and other norms. Yao [24] held the view of academic achievement as a comprehensive evaluation of students' various performances in school, including academic performance, comprehensive ability and overall quality. In this study, Wang [20] defined academic achievement as the sum of college students' learning results, learning behaviors and learning attitudes in a certain period of time.

2.3 Learning Strategies

Researchers have proposed many different structural models of learning strategies. First, Dembo et, al. [6] proposed a binary classification of learning strategies, namely cognitive strategies and metacognitive strategies. Second, Nisbet and Shuck [14], divided learning strategies into three categories, including micro-strategies, which have a low degree of generalization of students' learning process. Macro strategy, which generalizes a higher degree; General strategy, which is closely related to self-attitude and learning motivation. Third, Weinstein et, al. [21], can be divided learning strategies into eight factors, including basic coordination strategy, comprehensive coordination strategy, basic interpretation strategy, comprehensive interpretation strategy, retelling strategy, comprehensive strategy, emotion and motivation strategy, and comprehension detection strategy.

2.4 Achievement Goal Orientation, Academic Achievement and Learning Strategies

The researcher conducted a survey of 508 middle school students in three middle schools in Shanghai and concluded that there were significant differences in achievement goal orientation among students of different genders and grades [29]. He [4] adopted the questionnaire survey method and drew the main conclusion that there were significant differences in achievement goal orientation of students in different grades. The achievement goal orientation level of middle school students has significant gender difference; There are significant differences in the learning strategy level of students in different grades and gender.

2.4.2 Achievement Goal Orientation and Academic Achievement

Schraw [17] found a significant positive correlation between mastery of goal orientation and academic achievement. Psychologist Harackiewicz [3] found that mastery goal and achievement goal are independent of each other, but not necessarily mutually exclusive. Some students may have two different goal orientations at one time, and multiple goal orientations are conducive to the improvement of students' academic achievement. Thijs and Fleischmann [19] found that, in exams, students' performance will be weakened if they hold the achievement to avoid the goal, improved if they approach the goal.

2.4.3 Achievement Goal Orientation and Learning Strategies

Wolters [22] found that students with learning goal orientation tended to use intrinsic

motivational strategies, while students with achievement goal orientation tended to use extrinsic motivational strategies. Somuncuo [18] found that there was a significant positive correlation between high learning goal orientation and deep cognitive and metacognitive strategies in achievement goal orientation, while not between high learning goal orientation and learning strategies. In achievement goal orientation, achievement close to goal orientation was significantly correlated with surface cognitive strategies of learning strategies, but not with deep cognitive and metacognitive strategies of learning strategies. There was a negative correlation between achievement goal orientation and deep cognition and metacognitive strategies of learning strategies.

2.4.4 Learning Strategies and Academic Achievement

The study of Elliot [2] found that academic achievement was significantly positively correlated with deep strategies, while the correlation with surface strategies was not significant, and the correlation with non-organizational strategies was significantly negative. The study of Liu [12] showed that learning strategies and each dimension were significantly positively correlated with academic performance.

2.2.5 Achievement Goal Orientation, Academic Achievement and Learning Strategies

Through questionnaire survey, Li and Xu [8] found that achievement goal orientation and learning strategies both have significant overall influence on academic performance. Among them, learning strategies have a significant direct impact on academic performance, and they are mainly produced through cognitive strategies and motivational strategies. Achievement goal orientation has no significant direct influence on academic performance but has significant indirect influence through learning strategy as a mediating variable. The results of Xu and Guo [23] show that mastery goals are significantly positively correlated with various English learning strategies, and achievement close to goals is significantly positively correlated with cognition and control strategies.

3. Methods

3.1 Sample

This study selected 500 English students majoring in English from the only language university in Tianjin. Compared with other research methods, questionnaire survey has a strong purpose and a high degree of standardization. It can measure a large number of respondents and collect a large number of research materials in a short time [13]. For this study, 500 formal questionnaires were sent out with effective recovery of 100%.

3.2 Tools

Achievement Goal Orientation Scale: The Achievement Goal Orientation Scale developed by Chinese scholars Liu and Guo [11] was adopted. The scale included four dimensions, including performance-approach orientation, performance-avoid orientation, task-approach orientation and task-avoid orientation. In this test, the Cronbach's α of achievement goal orientation is .866, and the Cronbach's α of the four dimensions are .935, .930, .920 and .934 respectively, which are all greater than .700, indicating that the reliability of achievement goal orientation scale and the dimensions within the scale are good.

Academic Achievement Self-evaluation Form: Revised by Wang in 2011[20]. Based on the analysis of the 500 samples, the Cronbach's α of academic achievement in this test is .977, and the Cronbach's α of academic dedication, learning performance, interpersonal promotion and objective achievement are .897, .938, .933 and .917 respectively, which are all greater than .700, indicating that the reliability of self-assessment of academic achievement is good.

Learning Strategy Scale: The scale used in this paper was compiled by Zhang and Wen in 2013 [25]. Based on the analysis of 500 samples, the Cronbach's α of learning strategies tested is .967, and the Cronbach's α of surface cognitive strategies, deep cognitive strategies and metacognitive strategies are respectively .935, .900 and .900, all greater than .700, indicating that the reliability of the learning strategy scale and the dimensions within the scale are good.

4. Results

4.1 Descriptive Analysis

In the valid sample (N= 500), there are 190 males, accounting for 38%, and 310 females, accounting for 62%, in terms of gender distribution. Due to the particularity of English major, the ratio of male to female fails to reach 1:1. In terms of grade distribution, 137 students are freshmen, accounting for 27.4%; 133 students are sophomores, accounting for 26.6%; 113 students are juniors, accounting for 22.6%; 117 students are seniors, accounting for 23.4%. The distribution is relatively even.

The mean of achievement goal orientation of Tianjin English majors is 3.375 ($SD=0.533$) which is higher than the theoretical median, indicating that achievement goal orientation of Tianjin English majors belongs to the above average level. From each dimension, the highest score is the performance-approach orientation, which indicates that Tianjin English majors have a high performance-approach orientation. The mean of the academic achievement of Tianjin English majors is 4.620 ($SD=1.110$) which is higher than the theoretical median, indicating that the academic achievement of Tianjin English majors is above the average level. From each dimension, the highest score is interpersonal promotion, which indicates that Tianjin English majors have a high interpersonal promotion in their academic achievement. The mean of the learning strategies of Tianjin English majors is 3.829 ($SD=0.886$), higher than the theoretical median, which indicates that the learning strategies of Tianjin English majors are above the average level. From each dimension, the highest score is the surface cognitive strategies, which indicates that Tianjin English majors have higher surface cognitive strategies in learning strategies.

4.2 Variance Analysis

Independent sample t test was conducted to analyze the differences in achievement goal orientation, learning strategies and academic achievement among Tianjin English majors of different genders. The results are shown in Table 1. There are significant differences in achievement goal orientation among Tianjin English majors of different genders, but no significant differences in academic achievement and learning strategies.

Table 1 Gender differences

Variable	Male (<i>n</i> =190)		Female (<i>n</i> =310)		<i>t</i>	<i>p</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
Ach-Goal-Ori	95.753	14.535	99.197	15.922	-2.479	.014
Aca-Ach	88.979	21.912	87.042	20.567	.997	.319
Learning-Str	65.353	14.671	64.939	14.670	.298	.202

Note. Ach-Goal-Ori = achievement goal orientation, Aca-Ach = academic achievement, Learning-Str = learning strategies; *N* =500

One-way variance test (ANOVA) was conducted to determine whether there are differences in achievement goal orientation, learning strategies and academic achievement among Tianjin English majors of different grades. The results are shown in Table 2. According to the research results, there are significant differences in achievement goal orientation and learning strategies among Tianjin English majors of different grades, but no significant differences in academic achievement.

Table 2 Grade differences

Variable	Freshman (<i>n</i> =137)		Sophomore (<i>n</i> =133)		Junior (<i>n</i> =113)		Senior (<i>n</i> =117)		<i>F</i>	<i>p</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
	Ach-Goal-Ori	102.29	16.04	94.99	13.02	93.89	12.62	99.89		
Aca-Ach	90.24	18.03	84.44	22.74	87.65	20.58	88.82	22.66	1.84	.139
Learning-Str	67.04	13.40	62.35	15.59	64.77	14.78	66.26	16.25	2.51	.048

Note. Ach-Goal-Ori = achievement goal orientation, Aca-Ach = academic achievement, Learning-Str = learning strategies; *N* =500.

4.3 Correlation Analysis

In order to understand the correlation between achievement goal orientation, learning strategies and academic achievement of English majors in Tianjin, this study used Spearman's correlation analysis to test the correlation among them. From table 3, achievement goal orientation was positively correlated with learning strategies ($r = .496, p < 0.01$), the higher the achievement goal orientation, the higher the learning strategies. Achievement goal orientation was positively correlated with academic achievement ($r = .408, p < 0.01$), the higher the achievement goal orientation was, the higher the academic achievement was. There was a positive correlation between learning strategies and academic achievement ($r = .677, p < 0.01$), and the higher the level of learning strategies, the higher the academic achievement.

Table 3 Correlation Analysis (Spearman Rank Correlation)

Variable	Ach-Goal-Ori	Learning Strategies
Achievement Goal Orientation	1	
Learning Strategies	.496**	1
Academic Achievement	.408**	.677**

4.4 Regression Analysis

In Model 1, regression was used to analyze background variables' differences in academic achievement. Regression analysis in Model 2, achievement goal orientation's impact on academic achievement, the results found that R^2 for .314, 31.4% said the achievement goal orientation can explain the academic achievement of variance, the standardized regression coefficient beta value of .550, and reached significant level ($p < 0.001$), said the achievement goal orientation has a positive significant influence on academic achievement, the achievement goal orientation is higher, and the higher academic achievement.

In Model 3, with regression analysis the influence of achievement goal orientation on learning strategies, through the analysis of the results found that R^2 for .399, said the achievement goal orientation can explain 39.9% of the variance of learning strategy, the standardized regression coefficient beta value of .626, and reached significant level ($p < 0.001$), said the achievement goal orientation has a positive significant influence on academic achievement, the higher the achievement goal orientation, learning strategy is also higher.

In Model 4 to regression relationship between the learning strategies of academic achievement, through the analysis of the results found that R^2 for .811, said could explain 81.1% of academic achievement variance learning strategies, the standardized regression coefficient beta value of .626, and reached significant level ($p < 0.001$), said learning strategies has a positive significant influence on academic achievement, namely the learning strategy is higher, and the higher academic achievement.

In Model 5, both achievement goal orientation and learning strategy were added into the regression model, and the mediating effect of learning strategy on achievement goal orientation and academic achievement was tested by hierarchical regression. Accordingly, R^2 is .811, indicating that achievement goal orientation and learning strategy can jointly explain 81.1% of the variation of academic achievement. The achievement goal oriented standardized regression coefficient β was .021, which did not reach the significant level. The standardized regression coefficient β of learning strategy was .913, and reached a significant level ($p < 0.001$), indicating that learning strategy played a complete mediating role in the relationship between achievement goal orientation and learning strategy.

Table 4 Achievement Goal Orientation A hierarchical regression analysis of academic achievement through learning strategies

Dependent Variable	Model1 Con- var &Aca-Ach	Model2 Aca- Ach	Model3 Learning-Str	Model4 Aca-Ach	Model5 Aca-Ach
Gender	-.047	-.103*	-.078	-.034	-.032
Grade	-.016	.015	.029	-.010	-.011
Ach-Goal-Ori	—	.550***	.626***	—	.021
Learning-Str	—	—	—	.899***	.913***
R^2	.002	.314	.399	.811	.811
Adj R^2	.001	.310	.396	.810	.810
F	.555	216.617***	320.677***	709.785***	1060.664***
df	445.480	306.963	137.217	84.521	84.619

5. Conclusion

In terms of the classification of achievement goal orientation, we should not generalize, but specifically analyze the performance characteristics of each achievement goal orientation and adopt different guiding strategies according to the specific situation of different students. Only in this way can we give full play to the advantages of various achievement goal orientation and achieve twice the result with half the effort. Teachers should teach students with different achievement goals in accordance with their aptitude, which is of fundamental significance to the improvement of students' achievement. Today, as education becomes more and more important, we should pay more attention to the development of students with different achievement goals, which will have a far-reaching impact on the promotion of education.

Through this study, it is found that learning strategies are helpful to the learning of Tianjin English majors, and the purpose of strengthening learning strategies is to enable students to apply them to their learning and improve their learning efficiency. Since the study of learning strategies in China started later than that in foreign countries, more attention to learning strategies will help improve the learning ability of Chinese college students.

Through numerous studies, it is not difficult to find that the evaluation standard of academic achievement in China is still centered on academic performance. Although universities are the ultimate place for education, today's society is dominated by diverse talents. Single achievement index has been unable to meet the social recognition for college students. Nowadays, with the rapid development of society, the evaluation standard for students has changed from good academic performance to high comprehensive quality. Therefore, it is urgent to strengthen the development of students' individual comprehensive ability and introduce the corresponding diversified educational evaluation mechanism.

The selection of subjects was not broad enough. Due to the limited time, place and funds of the study, the study only selected students from a language university as the subjects to study the relationship between the variables. There is no choice for other domestic language colleges and universities, so the research has certain limitations [28]. In the future research, more language

universities can be selected for research expansion. The selection of samples can be expanded, and the research objects can be subdivided to make the research more comprehensive and the conclusions more objective.

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Online Learning Challenges Faced by University Students: A Qualitative Study from the Perspective of Chinese International University Students in Thailand

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Abstract

The Coronavirus (Covid-19) pandemic sweeping through the world making 2020 a challenging year for the global community. However, with the sudden outbreak of the virus, higher education institutions have no other option but to turn to online teaching. This research aims to investigate the difficulties of online learning for Chinese students studying in Thailand. This research used convenience sampling to select 16 Chinese post-graduate students studying in a private university based in China and Thailand during the pandemic outbreak, and a qualitative study was conducted through in-depth, semi-structured interviews. The research findings revealed that students encountered various challenges, and most of them complained of low efficiency and learning burnout in learning online. The barriers to participation appeared particularly evident in collaborative learning tasks.

Keywords: Online Learning Difficulties, Chinese Students, Thailand University, Covid-19

1. Introduction

In December 2019, an outbreak of pneumonia of unknown origin was reported in Wuhan [1] and announced by WHO [2] on 16 January 2021 as confirmed cases approach 92,506,811 patients with what will exceed 2,001,772 deaths across over 223 countries. Nicola et al. [3] state that Covid-19 has also sparked fears of an impending economic crisis and recession. Higher education managers have no other option but to use internet technology, thus online teaching for the continuation of academic activities across the world [4]. Educational institutions until now, were based on traditional classroom instruction at physical locations [5]. Unfortunately, the educational activity stopped again due to the second wave of Covid-19. Remarkably, the long-term isolation has created multiple difficulties for the students in online learning [3]. Therefore, there are various complaints among Chinese international students on social media platforms regarding their frustration with online learning. Thailand has advantages in offering international educational business opportunities. According to Huang [6], Chinese students have become the major unit of international students since 2006 in Thailand educational institutions. Therefore, Chinese students should be the most critical target group and as one of the prominent export markets for education services [7]. Understanding Chinese students' challenges is an essential step towards success in the China market. The research aims at finding these problems that face-to-face or mixed models cannot encounter, especially for Chinese international students studying in Thailand universities.

2. The Difficulties of Online Learning to International Students

Due to the Covid-19 pandemic, the government of Thailand shuts down all school activities from kindergarten to doctorate level making online learning the solution to education during the virus crisis. Dhawan [8] points out that the online learning mode is easily accessible, extending even to those in remote or rural areas. It is especially true for overseas students. Khalil et al. [9] state that 500,000 international students returned to their hometowns and had to log in from their homes to continue learning and access the necessary learning materials. Azlan et al. [10] point out challenges including poor Internet connectivity, low morale and mental stress. It is well known that online teaching requires considerable planning and investments from all sectors [8]. Yang [11] points out that distance learning leads to poor interaction effects and low learning engagement during an epidemic. Based on Ghanaian international students in China, they reported that they had to rush to the toilets to answer calls from their professors or to turn off video feeds because the colleagues were playing and yelling in the background [8]. Pentaraki and Burkholder [12] point out that emotions, reflected in the classroom as disappointment, fear, frustration, were present when students referred to their online learning experience.

Previous research [9], [13], [14] find out that the barriers students had in their online experience were particularly evident in collaborative learning tasks through group work, group presentations and group assessments. Khalil et al. [9] stated that methodological challenges, which included quality assurance and implementation issues in the content delivery of the lecturers. Here, there is also a serious communication gap between students and lecturers. One of the key factors is technical challenges, such as internet connectivity, the use of online tools, slow internet connectivity [14], [15], [16]. According to Adnan & Anwar [14] due to Covid-19, students feel impossible to effectively complete entire university courses through online means. The lack of face-to-face interaction with the lecturer is a big challenge for higher education students. Li et al. [15] find out when learners cannot access support, they may feel frustrated and more likely to give up their learning. It is important to note that learners' self-efficacy was poor and accompanied by negative emotions and feelings [15]. Both female and male online students' experience of negative emotions including fear, anxiety was evident from the beginning of an online course. The greatest personal challenge for students was sleepiness during online classes, followed by distractions such as watching Netflix, Youtube and other online videos [17]. Previous studies [16] reported the benefits of online learning being that male students, students with previous knowledge of computers and students with positive attitudes to new technologies were all less positive to e-learning on campus than other students. Students appreciated active and collaborative learning, although peer interaction through discussion boards was not as highly valued as student-faculty interaction [18]. Last but not least, Online learning kept students away from their family [9]. The foremost goal of our exploratory study is to determine Chinese students' challenges regarding synchronous online learning methods implemented in courses as an emergency intervention during the ongoing Covid-19 pandemic in Thailand.

3. Methodology

In the study, quantitative data were first collected and a semi-structured telephone interview was used. Sixteen participating Chinese students were recruited from a private university in Bangkok. All of them are post-graduate students from Business and Education faculties. Participants' ages ranged from 24-34 and 50% of them female. Half of the Chinese international students insisted on taking online classes in Thailand. The other half returned to China. Have been studying online for at least 10 months. Other than these criteria, the students were selected based on willingness to participate and availability. Interview times ranged from approximately 30 to 60 minutes. Interview question were adapted from previous research [9], [15], [19], [20]. The interview questions focused on Chinese international students' view on online learning difficulties they encountered. For example, students were first asked to talk about the types of difficulties they had encountered in the early stages of online learning. The following question was used to elicit student's responses regarding their early-stage difficulties, and especially their rationales and reasoning: "What was the status quo of support for addressing these difficulties of online learning expressed?" The 16 students are coded as SC1, SC2, SC3....SC8, ST9...ST16 (C= China, T=Thailand,). The author followed thematic analysis steps, which entailed searching for and determining the most common and significant patterns from across the data gathered. Similar and overlapping codes were grouped together to reduce the number of codes.

4. Results

4.1 Self-regulation

Online learning identified by the Chinese participants of this research is discussed under five sub-themes. Bradley et al. [21] suggest that high self-efficacy and positive self-regulatory behaviors are reliable predictors of academic success in online courses. Students have difficulties in self-management, and they emphasize on lack of self-regulation.

4.1.1 Learning Burnout.

Zhang et al. [22] evaluate the association between learning burnout and social support in a cohort of Chinese medical students. Academic procrastination is a problem behavior with negative consequences for students [23]. 99% of Chinese international students had a high level of academic procrastination. Students said:

SC1 "I do not want to study online. It is so boring. I never thought that online learning would do me any good. Learners often encounter lack of motivation when it comes to online learning. Learners may become discouraged with continuing education online."

4.1.2 Low Efficiency.

Based on previous research [24] findings that students generally report that the efficiency of online teaching is very low. In this study, 75% of Chinese international students were concerned they could not learn well, due to technical problems or their surroundings. Some of Chinese international students went back to China, they found jobs or work somewhere, therefore, they had no time to pay attention to their studies.

ST13 “I think online teaching is of low efficiency, I need to deal with computer technical problems and software registration problem, Since I only have one mobile phone, some platforms require Chinese mobile phone number registration, some require Thailand, which takes a lot of time, and then half of the class is over.”

4.1.3 Lack of Focus and Disengagement.

Vielma & Brey [25] study on university students and find 20% of students pointed to their own personal struggles with lack of concentration. Chinese international students said:

ST9 “When students were in class, they open multiple chat tools at the same time. Various group chats occupy students’ study time, making it difficult to concentrate on answering the lecturers’ questions.”

In the interview, there are 87.5% students with the opinion that online learning is not as effective as traditional classroom teaching. Because after the students' freshness in online learning methods gradually faded, their focus is more on the real gains and feelings that the course itself brings to their learning.

4.2 Student Emotional

Vielma & Brey [25] point out that this may have been attributed to the stress of the pandemic and possibly a result of a type of grief over the unexpected loss of face-to-face academic interactions. Feelings of being “overwhelmed” after the transition to online learning was a common response. Emotion well-being is crucial for students’ mental health.

4.2.1 Anxiety & Stress / Depression.

Ateeq et al. [26] found a significant correlation between a high level of stress and female university students during Covid-19 outbreak. But for Chinese international students, they have different stress. Chinese international students’ anxiety associated with using technology.

SC4 “I am feeling so much stress because online teaching increases the workload of us, due to ensure that online teaching and offline teaching are of equal quality. I am so sad because lecturer transfers their workload to us.”

4.2.2 Loneliness.

The transition to university life is characterized by strong emotions, some of them negative, such as loneliness, anxiety, and depression. These negative emotions are strengthened due to the obligatory lockdown due to the pandemic [27]. Far away from their loved ones and the sudden threat to their safety and security during this pandemic could have made these students feel lonelier [28]. Most students who are in Thailand feeling lonely due to lockdown live alone in small rooms, a Chinese international student in Thailand said:

ST16 “Travel of restricts which affects students' hands-on and in-person learning. For example, places such as museums, historical sites, and art museum are closed due to the pandemic and you cannot have the same experience online.”

4.2.3 Social Withdrawal.

Schetsche et al. [30] point out lockdown at home which may lead to mental health problems is a form of severe social withdrawal. During special time, stressful life events, extended home confinement, overuse of the Internet and social media are factors that could influence the mental health of Chinese international students.

ST14 “...oh...It is a horrible time for us now and we have no time interaction with friends, now I think I refused to meet any people, I just want alone, it is so complex make social relationship.”

The interview indicated the significance of considering social contacts in students' mental health. Therefore, it is very important to conduct psychological interventions that are needed on Chinese international students.

4.3 Instruction Differences.

The online environment also presents challenges for many academic staff who increasingly need higher levels of technological competency and proficiency on top of their regular academic workload [13]. This means that lecturers' teaching technology and student engagement are mutually and inextricably linked.

4.3.1 Online Facial Presentation.

Webcam which is the most mentioned by international Chinese student. As a supporter can use a camera for visual interaction [31]. Students with roommates also feel so embarrassed about open camera. Occasionally, some funny or embarrassing would happen.

SC3 “In China, I have to live with my family, my family people move back and forth when I am having class. Ahh... and my youngest sister always intruded into the camera. Some lecturers simply equated online teaching with live online or move offline classrooms online and then send the courseware to the students.”

4.3.2 Teaching Method.

Due to the life-threatening global pandemic, lecturer s had to move instruction online. Methodological challenges, which included quality assurance issues in the content delivery of the lectures and implementation issues. Even though most educational institutes, their digital learning environments, and their support systems were not fully ready [15], but lecturer s were forced to start teaching remotely within a long-time span. Improving lecturers' professional development for online teaching is demanding immediate attention.

SC2 “So far, most of my online lecturer s are not tech-savvy and often waste a lot of time troubleshooting their device or wait on other students who are having issues. Later, they were finished class by themselves as soon as possible.”

And I did not want to mess up just because I did not know the rules so that was kind of scared me. I realized I do not know if there are time limits to answer the test after I started. So, I answered it in a rush.”

4.3.3 Lecturers' feedback.

Feedback processes are difficult to manage, and the accumulated frustrations of lecturers and students inhibit the learning potential of feedback [32]. Lecturers often asked students whether they had any questions. Like other live events, online learning also shows the power of starting barrage. For a 10-minute course, students have more than 120 barrages, which makes it difficult for lecturers to pay attention to students' learning feedback. Chinese international students said:

ST15 "I always send private message to tutors and get feedback in few days".

In general, many lecturers feel apprehensive and not suitably equipped to teach wholly online particularly as they themselves may be still learning to use some of the platforms.

4.4 Collaborative Learning Tasks.

Group work is an important element within education that aids in developing numerous interpersonal and transferable employable skills [13], [33]. Particularly, collaborative learning tasks where individuals may be barely managing to navigate the system on their own, let alone needing to traverse the complex environments of group. The barriers to students are particularly evident in collaborative learning tasks through group work, group presentations and group assessments and internet issues.

SC1 "An increasing number of potential hurdles to achievement beyond those commonly associated with traditional group work experiences, may serve to further alienate isolated us, causing us disengagement, withdrawal, or ultimate exclusion from engaging with and accessing the course materials and associated learning activities."

4.5 Technic Issue

The lack of technology or a good internet connection is an obstacle to students continuing learning. The feedback from Chinese international students in interviews all indicate that online activities will inevitably cause network congestion [14], App freezes, server crashes [16], inaccessibility, slow loading, and replay malfunction [17].

4.5.1 Hardware/software and platform.

Due to the different teaching resources covered by different teaching platforms, the school has released lecturers' freedom to choose online teaching platforms to facilitate lecturers' online teaching preparation and teaching implementation. Challenges in the online space and limitations of specific platform such as BlackBoard Collaborate can slow down interaction and provide limits to functionality while also adding to the time limitations and frustrations experienced by students [20]. Students stated:

SC4 "Students that do not have high-quality computers or access to the internet will have a difficult time learning online. Some learners are not tech savvy so would have spent more time troubleshooting their device than focusing on learning. Like me, my computer did not have a sound card cause me cannot reply lecturers' question by speaking, just can type every word."

4.5.2 Slow Internet Connection.

The students faced problem of internet connectivity due to electricity outages in Nepal [9]. Students rely on the internet to access online classes and the internet was an essential part of online learning. Students who have issues with internet connectivity or have limited access to the internet will be highly disadvantaged, a situation that can adversely affect their grade point average and academic progression.

SC2 “Chinese universities’ program of online teaching are in the initial development stage of construction and have been hit by the oncoming epidemic. Tens of millions of college lecturers and students are rushing online, and the massive access to the server of the online teaching platform at a time brings tremendous pressure.”

During the epidemic, home study has become a must for all students. However, due to the influence of objective factors such as the network coverage in the area where the students are located, the different family economic conditions, etc. It is impossible for students in China to use google scholar to download any paper and get the newest information due to the fact that google is not accessible from Mainland China.

4.6 Benefits of Online learning.

The research also discovered that Chinese students taking online lessons found it time-saving and having the convenience of being able to listen to lessons anytime anywhere. The online modality was well-received, and all participants agreed that online sessions were time saving and that their performance was improved due to enhanced utility of time [9]. Only two students like online learning and regarding the benefits of online learning, they stated:

SC7 “Actually, this is my first time of online learning and this type of learning is cool. Because, the covid-19 is serious in BKK now, so I think it is the best way to get lesson.” “I think it is not for me a problem if it is professional. I like this because it is a new method for teaching, it is great for people who want to learn by technology. It is positive for me.”

ST10 “Another important benefit of moving to an online space is the flexibility that it provides. The flexibility not only in terms of geography and the location where they can participate incomplete activities that are part of us, us, overall course process, but also any pace so any place, any pace as well that we can proceed at the pace sets appropriate to us, our previous knowledge, either more slowly or perhaps more quickly.”

While the online environment provides opportunities for the way education is delivered. In reflecting students’ perspective for facilitating learning online, this research found several factors of difficulties for learning online. Most of the Chinese international students had online learning experience for a short time, only a few of them could adjust and adapt to online learning very well.

5. Discussion

From the Chinese international students’ perspective, online teaching increases the workload for Chinese students [16], [17]. In order to ensure that online learning and offline learning are of equal quality in the unavoidable situation which brings Chinese students the disadvantage of

the importance of self-management at home. However, this approach has reduced the time for students to study independently, and more time is used to complete the process. Despite students' acknowledgment of the benefits in supporting their learning through the technology [9], a difficulty arises through the limits around the technical capability of the software particularly in terms of its functionality. The problems of online learning platforms [14]. Lecturers' teaching technologies, lecturer-student interaction, and teaching design [33] issues also bring challenges for Chinese international students. Because the implementation of online teaching by all lecturers and full-timers is the first time and it was difficult for some lecturers. If the network is not smooth, platform interaction is insufficient, and operation proficiency is insufficient, lecturers will face the embarrassing encounter of teaching fragments. The lecturer-student interaction did not achieve the expected results due to a lack of good teaching design [14]. Some findings such as lecturers simply using recorded materials to understand online lessons, such as lecturers who do not need to attend the class or only upload relevant PowerPoint slides courseware [15]. Finally, online interaction is just online answers to student questions or chat with students online. Therefore, instructional design is crucial to the quality of lecturers' online teaching. Chinese international students mentioned that they do not have many effective solutions for online problems except getting used to it or dismissed the problems. However, researchers have realized that such an approach might have adverse psychological effects on Chinese international students who are quarantined and isolated learners [13]. Students said Blackboard is the worst online learning software of all. Teamwork is so difficult for a group with members not living in the same country not in the same country, and male students face less IT problems than females. This finding is consistent with previous research [12]. Student-to-student support groups using tools like WeChat. This article also put some light on the growth of pandemic on academic institutions of how to deal with challenges associated with online learning of Chinese international students. Participants also reported that traditional classroom learning was more effective as compared to online learning or distance education.

6. Suggestion

There are some limitations on the research. Firstly, this research cannot represent the general situation, because of the limited selection from just one private university. Secondly, because of the telephone interview, it was not possible to get students' facial expression and body language to deeply understand their challenge. Thirdly, there is still some potential causing difficulties for students, such as family factor and so on. Countermeasures and suggestions to online teaching problems should respond to the platform, lecturers, students, respectively. Strengthen the schools' support for curriculum resources and platforms and improve the quality of online teaching. Furthermore, concentrate and unify the teaching platform and improve the school curriculum resource center as soon as possible. Improve the teaching level of lecturers and ensure the quality of online classroom teaching. Schools should pay more attention to Chinese international students' social-emotional competencies and reduced their unhealthy emotions. These findings will help to solve the actual problem faced by lecturers and students while running online classes to make the education system more effective.

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Where is Mister Teacher? Qualitative Study with Chinese Male Preschool Teachers in Changzhou

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Abstract

The male kindergarten teacher (MKT) has undoubtedly become a rare breed across China and the world. MKT recruitment has become a critical problem in early childhood education. This study employed convenience sampling and semi-structured interviews and theme analysis to explore why Chinese men rarely select preschool teaching as a profession. The conclusions for each system were as follows: decreasing rates of MKTs in preservice Free Normal Education, extra work / hours without pay, isolation among relationship-oriented female colleagues, and low salary and stereotypes.

Keywords: Male preschool teacher, Kindergarten, Recruitment, Qualitative

1. Introduction

1.1 Literature Review

Gender imbalance in early childhood education employment is a global phenomenon [1]. Preschool teaching has become a feminized profession and male kindergarten teachers (MKTs) are rare [2, 3]. Studies have reported that few men are employed in the field of early childhood education. The US Bureau of Labor Statistics [4] reported that men comprise slightly less than 3% of preschool teachers. In China, only 1% of public preschool teachers are men [5], and most MKTs are concentrated in large and medium-sized cities and in the developed coastal areas of China. Researchers have reported a large gap in the proportion of MKTs between China and other developed countries. The universal occupational image of a preschool teacher often excludes and marginalizes men [6]. Furthermore, working with preschoolers can involve diverse challenges for male teachers. For instance, parents may be suspicious of the teachers' motives [7], sexual orientation [8], and suitability for the job [9]. Furthermore, attrition has been especially serious in the field of early childhood education because of the profession's lower social status [10, 11] compared with other occupations. Low salary [12] and gender stereotypes [13] have contributed to MKT attrition. Furthermore, interaction with female teachers and the assignment of tasks outside of their teaching responsibilities [6] place heavy burdens on MKTs. Feminized teaching negatively affects the education of boys [14], and the so-called boy crisis is attributable to overexposure to female teachers at an early age [15]. Therefore, researchers must explore why MKTs are scarce in China.

1.2 Why Chinese men do not choose to be a preschool teacher.

Present-day Chinese boys are becoming increasingly feminized. Cao and Wu [16] noted that MKTs can reverse such feminization in the early childhood period. Little is known about the

factors that deter men from early childhood professions in China. The present study aimed to determine the fundamental drivers of why MKTs are difficult to hire. Building on the literature, this study examined factors from different layers of the environment that influence teachers' intentions to remain in the profession. Zhang et al. [17] noted that MKTs feel embarrassed by the low prestige, low income, and entry-level status of their occupation, which has also been stereotyped as a job for women. Deng [18] also indicated that the profession's low social status is the primary reason why men do not pick it up. Zhen and Zhang [19] reported that participants often mentioned social prejudice against the profession, such as being viewed as babysitters rather than preschool teachers. Critically, traditional Chinese social perceptions portray preschool teachers as "nannies" who care for children. Therefore, the abilities of MKTs tend to be doubted despite them being university graduates.

Xu and Waniganayake [20] and Liang [21] have noted the limiting nature of traditional Chinese gender norms. Men are expected to be successful in business, and men who work with preschoolers are "abnormal" as a result. Han [22] also concluded that in China, employment in early childhood education has long been regarded as a women's job. Li et al. [23] indicated that low salary paid to male early childhood teachers is a significant reason preventing men from seeking careers in this field. In Jiangsu Provinces, men enjoy free tertiary education by selecting to study early childhood education at university [24]. However, few studies [4], [7], [9] have documented the effectiveness of these programs in recruitment. This study was designed to identify the fundamental reasons for the critical failure of the recruitment of Chinese male early childhood teachers. MKTs tend to quit their job after a short period of service [1], [23]. Yang and McNair [6] determined that MKTs frequently experienced heightened surveillance and suspicion from parents and guardians. Zhang et al. [17] indicated that MKTs sometimes consider children annoying and their parents difficult to manage. MKTs are also suspected of being a danger to children because of child molestation cases reported in the media. Some parents also doubt the gender identity and the personal integrity of MKTs. Therefore, MKTs may quit to avoid these negative associations and potentially harmful social stigmatization. Deng and Fan [25] noted that being an MKT was perceived as "depressing" because of the low salary. MKTs complained of not being taken seriously and of insufficient opportunities to display their ability [26]. Zhou [27] argued that the low salary of MKTs is highly incommensurate with their dedication. Furthermore, some MKTs, being the only man in their workplace, feel distant from their female colleagues, causing discomfort and loneliness [26]. These explain why Chinese MKTs quit their job after a short period of service.

1.3 Benefits of MKTs

The present study was developed in the context of social learning and the theory of cognitive development. Erikson [28] reported that the preponderance of female teachers in the elementary grades contributes to conflicts in sexual identification among boys, who regard learning and classroom skills as feminine and are thus likely to resist them. Social learning theory emphasizes the influence of environmental variables on the learning of sex roles. Bandura [29] indicated the importance of motivational factors in the reproduction of behavior. Therefore, young boys may imitate academically oriented behavior from male teachers because they perceive these behaviors as appropriate for their gender role. MKTs have a direct influence in

the early childhood stages. An increase in MKTs grants greater gender balance to the classroom; for instance, men were noted to promote a more active, physical environment for the child [30]. MKTs can also adopt a fatherly role for children with single-parent families or absent father figures [31]. Because male and female brains process information differently [32], [33], MKTs can provide a different perspective when dealing with problems among preschoolers [34]. Men and women have different caring styles and behaviors, which can benefit preschoolers [1] by introducing children to different styles of caring, playing, and instructing. Furthermore, preschoolers can experience and observe positive relationships between men and women. Regarding gender issues, a male teacher in the classroom can challenge those gendered stereotypes relating to toys and activities [34]. Research has demonstrated that MKTs can remedy “the boy crisis”, which includes boys’ tendency to have behavioral problems and move away from traditional gender roles. Therefore, the inclusion of more MKTs may benefit society, the profession, and children. Moreover, studies have demonstrated that MKTs can provide a role model for both boys and girls [6] in challenging gendered stereotypes of various occupations (Piburn, 2010). Overall, these studies have highlighted the need for men in early childhood education; male teachers can offer a different socialization agent for boys. Collectively, these studies outline a critical role for men in early childhood education.

2. Method

2.1 Design

This case study was conducted in Changzhou, a prefecture-level city in southern Jiangsu province, China. The city is a small city, with a population of approximately 500,000. Changzhou is located in the highly developed Yangtze Delta region of China extending northwest from Shanghai. The city was selected for its proximity to Shanghai, which is a global financial hub. Because Changzhou is geographically close enough to modern Shanghai enough to share many of its cultural traits, Changzhou straddles the line between modernity and tradition. This study site contrasts with the large urban cities that most studies on early childhood education teachers have been conducted in.

2.2 Participants

Convenience sampling and snowball sampling were used to select 5 MKTs and two female principals at the top three kindergartens in Changzhou. One of the participants (principal) was an immediate family member of the researcher. The male teachers were aged 26–30 years, and the average age of the principals was 43 years. Teachers were eligible if they were 1) a male teacher 2) with over three years of work experience and 3) with a bachelor’s degree or higher. Teachers were also selected based on how willing and available they were to participate.

Table 1 Teachers' and principals' characteristics

Participant ID	Age	Gender	Salary (month)	Degree	Work experience	Professional qualification	title
TA	26	M	3000	Bachelor	3years	Third-grade teacher	
TB	28	M	3200	Bachelor	4years	Third-grade teacher	
TC	28	M	3400	Bachelor	4 years	Third-grade teacher	
TD	30	M	3500	Master	6 years	Second-grade teacher	
TE	29	M	3600	Bachelor	5 years	Third-grade teacher	
PA	42	F	4700	Master	22 years	First-grade teacher	
PB	44	F	5000	Master	25 years	Senior teacher	

2.3 Procedures and Data Collection

The interview duration ranged from approximately 60 to 90 minutes. Each interview was audio-recorded and transcribed verbatim. Interview questions were prepared from previous research [1] and centered on the themes of difficulty of recruitment. To explore the lived experiences of the participants, one-on-one interviews were conducted using a semistructured open-ended interview guide. Semistructured interviews were used because they provide flexible and reliable data [16] and allow the researcher to interject with questions during the interview process based on the participant's responses. The interview questions focused on MKTs' perceptions: Why do Chinese men not choose preschool teacher as a profession? Why do Chinese men quit their job after a short period of service?, What are the recruitment criteria for MKT?, and Does government policy help recruitment?. First, teachers and principals were asked to elaborate on their opinions regarding working as preschool teachers. Second, they were asked why the people around them had not chosen this profession. The purpose of the question was to build rapport with the teachers and prime the teachers to consider the reasons for the shortage.

2.4 Data Analysis

All interviews were transcribed verbatim, and the insights, themes, and patterns were noted [16]. Subsequently, responses were divided into topics and tagged themes. The selected interviews and attached codes to segments were independently assessed by three master students who were trained in qualitative research. The three students discussed potential themes. Two more interviews in Chinese were coded, and the corresponding major themes were identified. Answers on similar topics were converged into categories that represented the central themes of the interviews [11]. The transcripts were coded according to the themes of social learning theory, which underpinned this study.

3. Findings

3.1 Safeguard themselves from touching a child

Physical contact with children affects MKTs attrition rates. MKTs agreed that the largest, though often unmentioned, barrier to recruiting more men into the field is the legitimate fear that MKT may be labeled as potential sexual predators and even falsely accused of sexually abusing preschoolers. An allegation of misconduct, even if eventually proven to be untrue, can wreak havoc on a teacher's professional life.

TA103: “.... But the first thing most parents think is that you’re a pedophile or something similar. Teachers told me that you must “watch yourself” at all times in a way that female teachers do not have to because an innocent gesture.”

TC15: “I used to take great pride in my work with children, ..., but it all changed the first time a grandmother shouted at me and asked our school principal to remove her child from my classroom. She thought that I had molested her granddaughter. She did not trust me. ... The girl was crying and I tried to hug her to comfort her. I find myself being anxious that a parent will observe this and question my motives, ..., I am considering quitting my job next semester.”

3.2 Doing extra work/hours without pay .

MKTs face numerous challenges. They are often the only MKT in their school. Furthermore, they have additional responsibilities beyond their teaching responsibilities. The participants reported that they received no compensation for additional work. MKTs reported feeling that they were perceived as being a superman of sorts. Male teachers are specially asked to do many tasks, such as fixing computers, lifting heavy objects, working overtime (especially holiday). Some MKTs indicated that these challenges often led to exhaustion and frustration. The researcher believed that MKTs faced unequal treatment.

TA49: “I hate this job, you know, besides teaching, I must do a lot of things that other teachers are not willing to do, such as education institution outdoor training or business trips. Female teachers describe it in nice terms, such as “you are young man, you have nothing to do.” But I must have my private time. I hate having people around me.”

PA38: “I think that men are better at resolving certain problems than women are. Therefore, he must do more because he is the only man here.”

PB65: “We think that young men in our school should be allowed to be outstanding, thus we typically send him to another preschool for training on the weekend.”

3.3 Feeling of isolation among relationship-oriented women colleagues.

In preschool, male teachers and female teachers exhibit a *yin sheng yang shuai* phenomenon (more women than men). Most leaders and managers are women, and they organize school activities. Under these circumstances, male teachers experience depression, gradually become oversensitive and bored, and lack a sense of accomplishment. Male and female teachers also tend not to communicate well with each other, which greatly increases the MKTs leave attrition rate. Male teachers also have few opportunities to talk with other men about their fears and frustrations on the one hand and their joys and aspirations on the other.

TA30: “Female teachers always hang out together and talk about shopping and makeup. We have few topics to talk about.”

TC27: “You know when I got my job, I got it quite fast, and I heard female teachers say, “It’s only because you are a guy.” I hated that feeling.”

TE86: “I always feel pressure from my female colleagues. They are all my senior and they always order me to do a lot of things. I really don’t want to do it and I cannot use my own experience, but I never refuse them.”

3.4 MKT’s preservice education in the context of publically subsidized education

The Chinese Government provides a yearly National Encouragement Scholarship and National Scholarship [7]. Universities in China have many male students enrolling, and they encourage male students to apply. However, because of the low salary, few male students major in early childhood education, leading to a low acceptance rate.

TD98: "I do not care about money. Sorry, what I mean is I do not care about whether I receive a scholarship when selecting my major. I just do what I want to do."

TE103: "In the first few years, many students, such as myself, were willing to major in this because it is free. We regret it because of the low salary and the service obligation but it is too late. Now, fewer students choose this major."

3.5 Low salary

Study participants perceived their salaries to be unfair relative to the salaries of either their peers in other professions or teachers in large cities. In Confucianism, men are believed to be the breadwinner [11]. However, according to the National Bureau of Statistics of China [8], the annual wage of a teacher is RMB97,681, but the average annual salary of an MKT is lesser than RMB50,000. As such, the participating MKTs cited the low and unstable salary as affecting their marital status or search for a life partner.

TC22: "My classmates appeared to have higher incomes and more free time working in less demanding careers. My salary barely covers my monthly expenses."

TD56: "In 2019, the minimum wage in China's Jiangsu province was between 1,620 and 2,020 yuan per month, depending on the district. In Changzhou, it's 2,020. After paying my endowment insurance, medical insurance, and unemployment insurance, my income is 2,500 yuan."

TE34: "I come from a poor family, which is why I chose this major because I do not have to pay tuition. I have no time or money to find a girlfriend. They almost run away when they find out about my salary."

3.6 Lack of opportunity for promotion

The glass ceiling encountered by MKTs also drive attrition. The participating MKTs indicated that an unfair promotion process affected them more than did the lack of opportunities for promotion.

TD77: "In China, it is difficult for a man to become a principal in preschool, unless you choose to manage other staff. There are nearly no development opportunities for us from the government."

TE 102: "If a man is promoted, as a friend of mine from university recently was, the general feeling from his colleagues is that he was promoted partly because he is a man. However, promotion is difficult for male preschool teachers."

3.7 Low social status

In a Confucian social environment, low social status is a critical factor causing MKTs to leave their job. Most Chinese people think that early childhood educators need no skills to "take care of children" and that they can become competent after a few days of training. MKTs are often

mocked by children's caregivers. Although children's caregivers do not intentionally mock them when referring to them as *a jiu* or *nai ba* (male babysitter), such language can affect the self-esteem of MKTs.

TB76: "My friends think I cannot find another job, so I choose to be a preschool teacher, but that's not true."

TD69: "They consider me a babysitter, but I got my bachelor's degree in early childhood education, and I am continuing my master's in the same field. I am not an uneducated person."

3.8 Stereotypes

The perception that teaching is more suitable for women than men may be deeply entrenched. Several societal attitudes regarding MKTs have changed dramatically. For example, younger generations are much more likely to accept male teachers working with preschool children than older generations are. However, men choosing to work as a preschool teacher or in a nurturing profession are generally perceived as being outside the norm. Most Chinese people can accept MKTs in theory, but prejudices remain. Two female preschool principals in Changzhou were interviewed. They reported that they had not encountered any male preschool principals. The participating principals emphasized the shortage of MKTs.

PA13: "We hope that our preschool can recruit more male teachers because it helps us increase student recruitment. However, we still believe that women have a natural ability to nurture children, whereas men do not have this instinct. We are afraid that male teachers would too roughly with the children and injure them."

PB24: "Our preschool would not consider hiring a male teacher without an early childhood degree, but we have hired women without early childhood degrees...we must be careful in recruitment."

TC132: "'She has a man,' One mother turned to her husband, who shrugged. She was surprised and asked me 'Do you know how to take care of a girl?'" "Some parents talk with me we like male teacher, then asked, "Why would a man want to teach young children?"

4. Discussion

The findings of this study support the extant literature on Chinese MKTs in several respects. As noted, Chinese MKTs are urgently required. Therefore, the drivers of this teacher shortage must be understood, and methods for attracting and retaining high-quality MKTs must be formulated; as such, MKTs' living environment must be investigated [16]. The findings of this study, however, paint a pessimistic picture. At the microsystem layer, for some MKTs, safeguarding themselves by avoiding touching a child in a manner that the child's family will be uncomfortable with remains crucial [16]. MKTs who are interested in early childhood education reported being worried about parents perceiving them as sexually deviant. This is a novel finding. This study identified a few key factors that influence whether an MKT chooses to remain in the profession. Most of these influences were related to self-perception and parental perceptions. One unanticipated finding was that family wishes also would contribute to the shortage of MKTs.

At the mesosystem layer and notably, some of the reasons lie outside of preschool administrators'

control, such as doing extra work or hours without pay. MKTs were often the only man in their workplace. Furthermore, men are stereotyped as being good at certain tasks and willing to work long hours [6, 30]. Furthermore, studies have reported that feeling isolated from relationship-oriented women colleagues drives MKT attrition [27]. Job hopping or changing majors by male students of early childhood education also contribute considerably to attrition. This result is novel. Enrollment rates of preservice MKTs enrolled under China's publicly subsidized Free Normal Education scheme are decreasing. However, the findings of the current study diverge from those of previous studies [15]. People pursuing their goals for reasons of self-growth, meaningful relationships, and the ability to contribute to social. However, MKTs encounter male classmates changing their majors at the university level. After entering preschool, MKTs find it difficult to integrate into a work environment with mostly female teachers, and they must also bear extra work without compensation. The university and the workplace are difficult environments for MKTs, and they generally feel an inability to make social contributions or meaningful relationships. These reasons contribute to the lack of male teachers in preschools. This study's findings indicated that at the ecosystem layer, MKTs are scarce because the salary is low. Study participants perceived their salaries as being unfair relative to the salaries of either their peers in other occupations or teachers in large cities. Overall, MKTs in Changzhou are highly dissatisfied with their salaries, with most perceiving their salary to be incommensurate with their workload. These results accord with those of earlier studies [1], [6]. A strong relationship between attrition and lack of opportunity for promotion has been reported in the literature [6]. Finally, as noted in the literature review, MKT attrition is driven not only by the profession's low social status [13], [30] but also by (especially Confucian) stereotypes, which undermine the emotional well-being of MKTs. Although MKTs are hailed as crucial male role models in societies where absentee fathers are prevalent, they are also subject to suspicions as to their alleged roughness and inability to provide care. Thus, to address the MKT shortage, social norms must change. MKTs play a vital role in the growth of preschoolers [1], [7], [10], [13], [15], [24]. Members of society should re-evaluate their perceptions, treat MKTs correctly and rationally, and accord them full respect and affirmation. The theoretical framework underlying this study strongly suggests the value, in future research, of investigating the shortage of male teachers through identifying interactions between different environments. MKTs are emotionally exhausted by stereotypes, challenges in the workplace, and the low social status of their profession.

5. Conclusions

This study's contribution lies in its multileveled theoretical framework for understanding the MKT shortage. The findings indicated that relative to personal factors, environmental factors more strongly influenced whether an MKT left the profession. The lack of Chinese MKTs is a serious problem that is complicated by the profession's low social status. As noted in the literature, much more must be done to ensure not only more MKTs but also greater opportunities for MKTs to flourish in their respective teaching fields. The findings from these studies aid policymakers and educators in increasing the number of MKTs. Hopefully, some of these ideas will be helpful to Chinese education institutions. Researchers recommend for preschools to their MKTs obtain support outside the workplace; MKTs are more likely to stay in their workplace is supportive. Government policymakers should also pay closer attention to

preservice education. Networks should also be fostered between MKTs for mutual support. Furthermore, improving treatment and providing more platforms for development is crucial. Parents should also approach MKTs more positively to make MKTs less anxious in caring for the children. These findings explain MKT attrition and aid early childhood educators, administrators, and policymakers. However, findings from this small-scale case study cannot be generalized to other contexts. However, to successfully address the problems MKTs face in the workplace, we must also investigate how female teachers perpetuate gendered stereotypes.

6. References

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The Influence of Servant Leadership and Social Exchange on Employees' Deviant Behaviors

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Abstract

Through research, it mainly explores the influence of servant leadership and social exchange within the organization on the deviant behavior of employees. This study introduces altruism as the mediating variable, and organizational attachment as the moderating variable. Human activities are inseparable from the group, and exchanges will inevitably occur in the group. Combined with the current economic environment, the deviant behavior of employees has been called a major problem to be solved urgently. In this context, this research uses social exchange theory as the theoretical basis. Within the scope of the organization, it uses leadership behavior and organizational membership to study the impact on deviant behavior. This study uses stratified sampling for questionnaire distribution and collection and structural equation modeling. Four cities at different development levels in Shandong Province are selected as the questionnaire distribution area. Two companies are selected from each city, and a total of eight companies conduct questionnaire collection. The results of the study found that servant leadership and social exchange behavior among members inhibit the occurrence of employee deviant behavior, and the mediating influence of altruistic behavior in the path of service-oriented and social exchange affecting deviant behavior is established. The emotional commitment in organizational attachment has a negative moderating effect.

Keywords: Servant Leadership, Altruism, Employee Deviant Behavior, Social Exchange Theory, Organizational Attachment.

仆人式领导与社会交换对员工偏差行为的影响

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摘要

通过研究, 主要探讨仆人式领导和组织内的社会交换对员工偏差行为的影响。本研究引入利他主义作为中介变量, 组织依附作为调节变量。人的活动离不开群体, 在群体中就不可避免的会发生交换, 结合当前经济环境背景, 员工偏差行为已经称为迫切解决的重大问题。在此背景下, 本研究以社会交换理论作为理论基础, 在组织范围内, 通过领导行为和组织成员关系两个方向研究对于偏差行为的影响。本研究采用分层抽样进行问卷发放和收集与结构方程模型的方法, 选取山东省不同发展层次的四座城市作为问卷发放区域, 每座城市抽取两家公司, 共八家公司进行问卷收集。研究结果发现, 仆人式领导和成员间的社会交换行为会抑制员工偏差行

为的发生，而利他行为在服务导向和社会交换影响偏差行为这条路径中的中介影响是成立的。组织依附中的情感承诺在其中具有负向调节作用。

关键词：仆人式领导，利他主义，员工偏差行为，社会交换理论，组织依附。

1. 绪论

员工偏差行为是一种具有自发性的一种负面的主观行为，会对组织产生不可逆的损害。我国进入 21 世纪至今，我国的经济市场正处于关键转型时期。组织中存在的员工偏差行为严重违背了组织正常的经营活动。人是社会性的动物，大多数的人都会跟风，尤其是在组织中这种群体传染效应更为明显，一旦组织中出现偏差行为，那么将势不可挡的蔓延开来。所以在近些年来，员工偏差行为引起了学者的广泛关注，但是，学术界对该行为的了解依旧停留在有限的层面，尤其是我国研究学者对于偏差行为研究，大部分的注意力主要集中在人格特质或青少年发展上，相对的对于存在于组织管理中的员工偏差行为的研究极其有限。20 世纪末期，由于经济和组织层面的改革，仆人式领导受到了广泛的关注和应用。美国西南航空，TORO 以及沃尔玛公司等实业界大公司将仆人式领导应用于组织管理中取得了巨大的成功。随着组织结构的更新改革，组织的关注点转移至成员身上。仆人式领导所倡导的成员优先的理念，不仅可以使员工增加信心，还有利于组织内利他主义的传播。而社会交换的进程可以理解作为一种存在至少两个人中的交换活动。人是群体动物，可以说人无时不在进行社会交换。

本研究动机在于，员工和组织间的关系其实也是一种社会经济交换，员工的努力和忠诚与组织为其提供的物质两者之间的交换。探讨仆人式领导可以从领导行为层面讨论如何避免员工偏差行为。本研究基于社会交换理论，从领导和成员行为方向出发，以利他行为来分析员工偏差行为的影响因素，加入组织依附为调节变量，多角度探讨员工偏差行为。本研究的目的在于从领导和成员间出发，根据组织成员间的利益往来研究员工偏差行为，从中找到有效避免的方式。实用目的而言，探讨影响员工偏差行为的多种影响因素有利于减少甚至杜绝员工偏差行为的发生，从而增加整个企业的绩效。学术目的而言，目前对于员工偏差行为的研究多是西方研究学者，我国对于这方面的研究相对较少。

本研究在员工偏差行为频发的研究背景下，结合研究动机与目的，提出以下研究问题：
一、仆人式领导与员工偏差行为是什么关系？两者是否为负相关。二、社会交换与员工偏差行为的关系？两者是否为正相关。三、利他主义与员工偏差行为是什么关系？两者是否为负相关。四、组织依附与员工偏差行为是什么关系？两者是否为负相关。五、组织依附作为调节变量，在利他行为和员工偏差行为中是怎样调节的？六、利他行为作为中介变量是怎样中介仆人式领导和社会交换对于员工偏差行为的关系？

2. 文献综述

2.1 员工偏差行为

员工偏差行为指组织成员在各种情况下做出的对组织或其他成员有明显危害的一种主观行为，其可能是暴力的也可能是非暴力的，可以是语言上的也可以是身体上的危害行为，也包括冷暴力。当员工感知到当前所得到的并不能满足自身需求时，又缺乏一定的规范遵守，便会先从心理上产生出不满情绪和自私心理，从而直接影响员工行为，造成危害组织或组织其他成员的结果。在早期对于员工偏差行为的研究中，主要将其的影响因素分为两个，情境因素和个人因素。情境因素包括刻板的工作环境、激烈的竞争环境、报酬系统、组织规则和社会法律等因素。个人差异包括员工的负面情绪、员工的性别特色、自我效能、自我损耗等因素。随着实证

研究的深入发现, 员工偏差行为并不是单一因素造成的, 而是多种不同的因素相互影响下的结果。Robinson and Greenberg (1998) 提出将影响员工偏差行为的因素分为三个, 即个人因素、社会与人际因素、组织因素。个人因素包括人口统计量、人格特质等。社会与人际因素包括社会规范、员工之间的人际关系、道德标准等。组织因素包括组织结构、组织规则、报酬系统等。由于许多学者对于员工偏差行为存在不同的定义, 所以对于员工偏差行为的分类也不尽相同。综合各项研究, Robiason and Bennett (2000) 根据“组织-人际”和“严重-轻微”两个维度将员工偏差行为分为两类, 组织偏差行为和人际偏差行为。

基于对于偏差行为的各项研究, Robiason and Bennett (2000)采取多维衡量的方式, 根据“组织-人际”和“严重-轻微”两个维度将员工偏差行为分为四类: 一、财产型偏差行为, 包括收受回扣、泄露组织信息等行为; 二、政治性偏差行为, 包括恶性竞争, 侮辱同事等; 三、生产型偏差行为, 包括迟到早退, 浪费公司资源等; 四、人身攻击型偏差行为, 包括性骚扰, 剽窃同事成果等。在后续的研究中, Robiason and Bennett (2000)发现在这四类分类中有重复或过于相近的分类选项。于是根据以往研究将财产型偏差行为和生产型偏差行为合并为组织偏差行为, 而政治性偏差行为和人身攻击型偏差行为合并为人际偏差行为。此类区分也在实证上获得支持。本研究所采用的员工偏差行为的分类正是 Robiason and Bennett (2000) 所定义的组织偏差行为和人际偏差行为。本研究所采用的员工偏差行为的定义为 Robinson and Bennett (2000)所提出: 员工违反组织规范的自发性行为, 此行为会对组织的运营和组织其他成员造成威胁。

2.2 仆人式领导

Greenleaf (1998) 思想来源于一本名为《东方之旅》的小说。具有仆人式领导风格的领导者非常重视下属员工发展, 社区建设以及下属成员的利益满足。仆人式领导是将服务他人放在优先位置上, 以被领导者为中心, 关注重视被领导者的利益, 并且不断提高服务质量。仆人式领导是一种基于平等的, 人与人之间互相尊重的基础之上的领导与员工间互相服务, 要求领导具有一定的服务性, 成员从领导对其的服务中激发潜力, 建立忠诚, 而领导者从中换取权威和影响力, 其目的是促进领导与组织中成员的共同成长与发展。最初“领导”就是权力、金钱的代名词, 仆人则应该顺从的, 服务于他人的下等级形象。领导与仆人是相互对立的。在仆人式领导中, 领导者与被领导者一样, 只是存在于身边的同事, 只不过是领导这一独特的身份上任而已。具有仆人式领导风格的领导者, 领导与下属员工间的关系是平等的, 只是职位具有特殊而已。领导者是出于维护组织成员的利益这一目的, 心甘情愿为了下属员工牺牲自己。这种精神也将换取组织成员的忠诚和爱戴。

作为近几年探究领导风格的热点之一, 整理与仆人式领导相关研究后可以发现, 仆人式领导的特点在于, 提倡领导始于服务, 一个领导者为组织其他成员树立优质榜样, 所产生的榜样作用会带动整个组织追寻更高的目标。提倡服务的同时也适当的释放权力, 越来越多的现象证明, 领导者通过服务于他人使对方产生追随感和爱戴心理更具有影响力。仆人式领导的模式使其并不吝啬于与下属分享权力, 这种模式相较于更有利领导者以德服人, 稳固影响力。但现有对于仆人式领导的研究中依然存在几个不足: 一、没有统一的定义。现在大多数关于仆人式领导的定义都是围绕 Spears (1998)所提出的仆人式领导的十大特征来描述的, 只是着重的落脚点不同 (Russell, 2002)。这就直接导致在对仆人式领导的研究中, 缺少具有可操作性的定义, 也就是缺少逻辑完整的框架。二、服务所带来的两难境地。当仆人式领导风格处于高素质群体中, 会又显著的效果。但一旦处于低素质群体中, 该领导风格反而会产生相反的效果, 加重员工消极行为。所以对于处于不同层位的领导者, 在服务的同时也要恩威并施。三、并不适用于所有的情景。“人”是很复杂的, 同一个人处于不同的环境, 周围接触不同的人, 会产生不同的心理和完全不同的行为。因此, 并不是所有的企业都适用仆人式领导。对于这方面的相关研究还有待于加深。本文将采用的仆人式领导的定义为: 一种以他人为导向的、以优先考虑员工需求

和利益的方式体现的、将对自身的关心转向对组织内其他人的关心的领导方式 (Eva, 2019)。

2.2.1 仆人式领导与员工偏差行为的关系

不同的领导风格对员工偏差行为有着不同的影响。仆人式领导风格是来自于领导者所具有的高度的道德准则,而这种高水准的道德楷模也影响着组织中的其他成员,行为上以组织和社会的利益为目标,自己的利益放在末位。所以,仆人式领导风格是可以抑制员工偏差行为的产生。仆人式领导所要求,领导者要具有无私的观念,其基础并不是权力,而是领导者的权威。而员工偏差行为的诱因之一是员工受到领导者不利言行的激发,从而产生逆反心理,造成偏差行为。仆人式领导则主张身为领导者要将员工的需求放在第一位。这就极大的消除了员工的消极情绪,从领导者层面避免了员工偏差行为的发生。结合社会交换关系来看,当员工认为领导是为自己服务的,是重视自己需求的,是值得信任的,那么员工与领导之间的社会交换关系就发生了改变,而社会交换关系的改变会产生更持久的、良效的伙伴关系,最终产生对组织有利的成果,减少员工偏差行为的产生。综上所述,再此提出

H1: 仆人式领导与员工偏差行为具有负向影响关系。

2.3 社会交换理论

社会交换理论将个体与个体之间的互动看作是计算得失的交换行为,认为人与人发生交换行为出于的目的是使自身的利益最大化,类似于“理性经济人”假设,只有当交换双方有利可图的时候,才会产生交换行为。社会交换理论的核心由自愿性、互惠性、动态性和相互依赖性组成。社会交换理论提出人之所以与他人建立关系,是以使自己利益最大化为目的的,其出发点是使自己利益最大化。交换双方之间所形成的关系并不会随着时间的流逝而减弱,反而会发展为一种长期的、强效的、稳固的社会交换关系。目前的社会交换理论是以特定的人性假设为基础,力主人的一切行为和社会交互关系都是以“奖赏-报酬”为导向的。Homans (1958) 的微观交换行为主义有别于当时的主流宏观视角,提出可以将心理学作为社会交换理论的基础学科之一。而后 Blau (1964) 基于 Homans (1958) 的研究基础之上,提出结构社会交换理论,增强了其对于社会现象的解释力度。不同的是, Blau (1964) 是在结构与文化的层次上,将基本形式与交换问题做整合。Blau (1964) 提出了社会交换发生的五个基本原则: 1. 理性原则。2. 互惠原则。3. 公正原则。4. 边际效用递减原则。5. 不均衡原则。在 20 世纪 70 年代之后,学者 Emerson (1983) 将社会交换中交换双方为传统的自然人延伸至网络交换。依此形成了两个网络交换理论的主力分支。(Emerson, 1987)

2.4 社会交换行为

早期对于组织与成员间关系的研究主要倾向于经济交换关系,但伴随着研究的深入,对社会交换和经济交换的区分越来越详细规范。经济交换是一种基于物质往来的关系,而社会交换行为则是基于信任和承诺诞生的交换关系。在一段社会交换行为中,交换双方的义务和责任通常是不会具体说明的,同样对于双方所得到的利益也没有明确说明,也就是说,社会交换这一关系是建立在双方的互动基础之上的,尽管不强调立刻回报但一方付出换取另一方的回报,已经是约定俗成的 (Blau, 1964)。一方对另一方做出贡献或提供服务,是会期望在某一时刻得到回报,而获得付出方贡献的获利方,会自然而然的产生回报的意识,这一观点与社会交换理论不谋而合。

社会交换行为的范围非常广,不只是两个人之间的交换,群组之间、宏观社会结构以及网络社会结构中都广泛存在着社会交换行为。根据社会交换理论所提出,社会交往的本质是社会交换行为(Homans, 1958)。在社会交换行为中,没有一个专门的经济契约来确保一方的付出一定会得到回报,通常依赖于个体确信在未来的某个时间段会收获回报 (Blau, 1964)。这种个体确信

的回报,不是建立在契约之上的,而是建立在一方对于另一方的信任基础之上的 (Homans, 1981)。对于组织的成员间的社会交换,虽然是成员间的交换,但并不是单纯的发生在两个人之间的交换,其中包含着各自的特点。组织内部的任何一次交换,都综合考虑各方面的因素对于交换行为的影响。例如,组织因素,环境因素,成员的价值观和态度定向等因素。

2.4.1 社会交换与员工偏差行为的关系

社会交换理论中提出,当施惠方给予利益,受惠方收取利益后,受惠方会产生要回报施惠方的心理,并将其视为自己将要完成的义务,随之采取行动。但当一方给予,但另一方并未产生义务心理,甚至采取不利行为时,双方间便形成消极的互惠关系。而当两者间的交换关系沾染上消极的味道,便会间接或直接导致交换关系的破裂以及组织成员不良行为的发生。员工偏差行为便是一种典型消极行为。当员工感知到,组织给予自己的并未达到自己为组织付出的利益时,两相比较下,便会在心理上产生的不满情绪和自私心理,会催促着员工产生偏差行为。社会交换理论提出员工与员工间,组织间存在互惠责任。而员工偏差行为的发生是一种个人与环境经历复杂的因果推演后所产生的结果。当互惠的一方产生无法满足另一方需求的因,便会得到互惠关系失败的结果。基于以上论述,提出

H2: 社会交换与员工偏差行为具有正向影响关系。

2.5 利他行为

个体所信奉的主义,是催使个体产生行为的影响因素之一。利他主义是一种信念,该信念广泛理解为当个体相信自己应该在别人需要帮助的时候,通过牺牲自己的利益给予无血缘关系的另一方帮助。对于组织中的利他主义,个体在组织中具有协调自我的能力。在群体协调过程中个体在群体内的相对适应能力,也就是与环境中的其他个体相比的相对适应能力不会最大化。即为了群体的利益,行动通常不会使得个人的相对适应能力最大化。这也导致了群体层面功能性组织的进化不能为群体内个体式自然选择理论进行解释。基于这一假设,在组织中的利他主义被解释为为了增强个体在群体间的适应性而使自己在群体的相对适应性中处于不利位置。利他行为是基于利他主义这一信念而产生的行为。最早用来解释一个人对他人的一种无私行为。发展至今,学者所普遍认同的定义是:利他行为是指一种不期望任何社会回报而出于自觉自愿的助人行为,但如果所作出的行为是为了获得回报,那就不是真正的利他行为。在组织中的利他行为表现为,只有在不损害个人核心利益的前提之下,才会发生利他行为。本研究所采取的利他行为定义为:利他行为指一种不期望任何社会回报而出于自觉自愿的助人行为。

基于利他主义产生的利他行为被看作是高水准的亲社会行为。利他行为与其他亲社会行为的区别在于,1.完全出于自愿的行为;2.以对他人有益为目的;3.不期望任何报酬与回报;4.付出者在实施利他行为时会付出代价。而这也是利他主义所具有的独特特征。Wilson (2015) 根据利他主义发生的条件将其分为有条件的利他主义和无条件的利他主义。其中无条件的利他主义对待的对象主要是有血缘关系的亲人,在范围较广的社会关系中较少出现,利他行为的施与者不去要求任何回报,完全的无私牺牲行为。而有条件的利他行为实质上是一类自私的“利他行为者”,本质上并未脱离自利的圈子。社会关系中的两个毫无关系的双方通过契约达到互惠,基于此产生的利他行为,是带有目的性的,只是双方间的利益可能不是相等的。我国学者叶航将利他主义分为三种形式:亲缘利他,互惠利他,纯粹利他。我国学者张旭坤则将利他行为划分为四个维度:1.纯度。是纯粹的利他行为还是掺杂进利己主义。2.程度。是倾囊相授还是有所保留。3.广度。是针对于小部分群体还是针对于所有人。4.频度。是零星的几次还是经常发生。

2.5.1 利他行为与仆人式领导的关系

仆人式领导是将员工放在第一位,组织第二位,自己则是最后。而这一特性与利他主义所

提到的牺牲自己利益去帮助无血缘关系的另一方不谋而合。仆人式领导的核心为“服务”，而其本身就具有利他的使命感。而这也正是利他主义的核心。领导者思维和行为是会对下属产生影响。由于仆人式领导与利他主义极其相似的核心观念，会产生利他主义在员工间广泛流行的现象有迹可循。组织中的仆人式领导也是具有反作用力的。首先，由于仆人式领导，组织间形成了高质量的领导-成员间的社会交换关系，带来了正面积极的组织氛围，不仅抵消了员工的消极心理，增加了利他行为，更是为付出服务的领导者带来巨大的心理满足，让领导者感受到他的一切付出是收到回报的，进而激发出更全面完善的仆人式领导行为。由此形成良好的循环。汇总上述论述，选用利他行为作为中介变量。基于上述论述，提出

H3: 仆人式领导与利他行为具有正向影响关系。

2.5.2 利他行为和社会交换的关系

从社会交换理论出发来看，为了他人的利益牺牲自己的行为，甚至不求回报的行为是不存在的。社会交换理论从心理角度解释了利他行为。出发点是一致的，都是利益的最大化付出的最小化。但在现实社会中，是存在帮助人不计较得失，甚至是牺牲自己的真实事件。所以社会交换理论又采用外部回报来解释利他行为。社会交换理论认为催生出利他行为有内部回报和外部回报。大多数情况下催生出利他主义行为的为外部回报。但当受助者并没有对助人者给予任何外部回报时，利他主义行为是不复存在的。在利他行为发生的情况下，助人者其实还是有得到回报的。比如说，当一个人非常的快乐的时候，他是乐于去做利他行为的。当一个人非常的郁闷的时候，他在一定的情境下产生利他行为之后，会产生强烈的自我价值感。所以，社会交换理论并没有否定利他主义行为的存在，而是从心理层面上，基于这种特殊的交换行为一种解释。利他行为并不是完全不会获得回报，哪怕是心理上的回报也属于报酬的范围。基于上述论述，提出

H4: 社会交换行为与利他行为具有正向影响关系。

2.5.3 利他行为与员工偏差的关系

利他行为是一种无私行为。身为群体组织中的一员，如果还是传统的利己主义遵守者，那么不仅会受到组织或组织其他成员的孤立，甚至会导致契约的破裂。当组织成员具备了利他主义观念时，以他人利益为主淡化个人利益的比重，便会在心理上弱化这种不平衡心理，从而在影响员工偏差行为的发生。利他行为的本质即为不期望对方的回报，弱化个人利益，会增强组织员工的群体适应性，减少员工偏差行为。基于以上论述，提出

H5: 利他行为与员工偏差行为具有负向影响关系。

2.6 组织依附

组织依附可以理解为个体对自己所在的社会群体或者单位组织的心理以及行为的参与。其中包括组织承诺，组织认同，离职意愿等测量指标。依附关系在传统社会中就已普遍存在。那时所涉及的主要是不平等的权利和社会经济地位下的人际之间的依赖关系。而到目前为止，研究学者普遍认为依附关系存在个体性，脆弱性，不均衡性等特性，也会作用于组织成员的心理和行为等方面。具有依附关系的双方，对于风险都会发生有效的转移和化解。社会交换理论中的互惠原则提到，双方间的互惠是不明确的，双方之间可以自由裁量，着眼于长期。当员工明确的知道组织会提供好处，那么作为对组织的回报，员工对待工作便会产生积极的行为，加强员工对于组织的依附心理和员工与组织间的依附关系。相反的，组织中的成员不仅会转而采取低水平的依附行为，甚至会产生暴力冲突。当组织可以给予成员期望的需求时，会加强成员对于组织的依附心理，从而牢固存在于双方间无形的依附关系。反之采取不利于组织的各种行为。

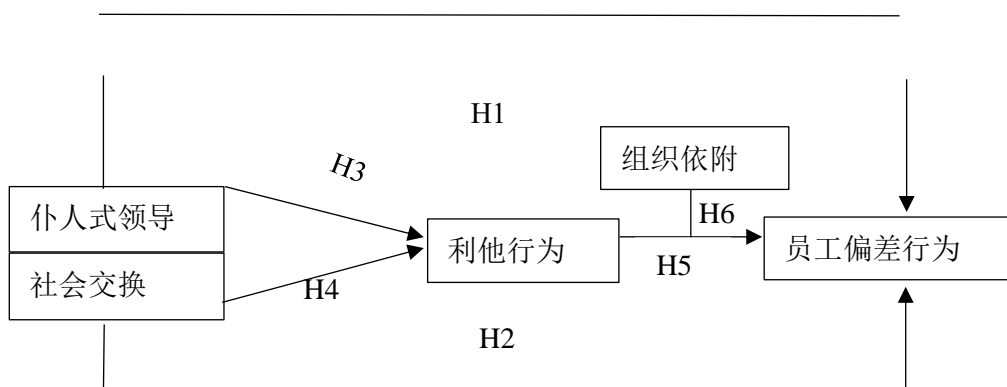
2.6.1 组织依附与员工偏差行为的影响

组织依附相关理论认为当成员选择加入一个组织时，便会对组织群体产生情感联系，会在心理上产生自己是属于这个群体的感觉，从而在行为上产生积极的有利于组织的行为。当员工感知到组织对于自己的消极态度时，便会产生组织对于自己持低认同态度的心理，上升为认为组织抛弃自己，从而影响员工对组织采取偏差行为。反之当员工在组织中感知到高水准的认同时，便会将自己完全归属于组织中，而这强烈的组织归属感，会使员工采取有利于组织的积极行为，降低组织导向的偏差行为产生。员工的认同感越强，成员对于组织的忠诚度越高，更愿意花费大份额的个人时间、精力，牺牲个人利益，来实现组织目标的发展，而这些牺牲并不是强迫的，而是出于自愿的对于组织的付出。具有紧密联系依附的组织成员之间更容易产生牢固的人际关系，降低人际导向的偏差行为产生。基于以上论述，提出：

H6：组织依附在利他行为与员工偏差行为之间具有调节作用。

3. 研究方法与设计

3.1 研究架构图



图一 研究框架图
资料来源：本文整理所得

3.2 变量操作定义与衡量

3.2.1 员工偏差行为

Robinson and Bennett (1995)提供一个具有可操作性的定义：组织中的成员有意识的，有目的的针对组织或者组织内的其他成员，所做出的严重违反重要组织规范的行为，产生损害组织以及成员利益的后果。并将其细分为组织偏差行为和人际偏差行为，设计了新的量表。而本文问卷所参考的量表就是基于此研究所编制。本研究员工偏差行为的衡量量表为两个维度，组织偏差行为和人际偏差行为，共 10 个题项，采用 Likert 五点计量。

3.2.2 仆人式领导

依据 Eva (2019)对于仆人式领导的定义，一种以他人为导向的、以优先考虑员工需求和利益的方式体现的、将对自身的关心转向对组织内其他人的关心的领导方式。所以，本研究将仆人式领导的操作定义为领导者以利他为导向，拥有将员工放在第一位置，自身放在第二位置的精神。本研究将仆人式领导分为管家精神、回报社会动机、利他动机、安抚情绪、服务导向 5 个维度测量。本研究将基于 Barbut and Wheel (2006)所开发的测量工具进行研究。此问卷分为 10 个题项。计分方式为 Likert 五点量表。

3.2.3 利他行为

依据 Schonert-Reichl (1999)所提出的利他行为的定义, 利他行为指一种不期望任何社会回报而出于自觉自愿的助人行为。所以, 本研究将基于此定义, 将利他行为的操作性定义为一种不是以获得回报为目的而产生的行为。本研究利他行为的量表将参考宋琳婷(2012)将利他行为设为单维度。本研究参考的量表为 Rushton (1980)开发的《利他精神自陈量表》包括 20 个题项, 后由宋琳婷 (2012)修改为由 18 各题项组成的量表。该量表采用 Likert 五点计分方式, 每一个题项代表一种利他行为。而本研究也将基于此量表进行测量。本研究调查问卷分为 10 个题项, 计分方式为 Likert 五点量表。

3.2.4 社会交换

依据 Seers (1989)所提出准确的组织内社会交换的可操作定义为团队组织中成员和其他成员之间在观点传达、帮助他人以及与之对应的在观点接受、获取他人帮助方面形成互惠关系而产生行为。所以本研究将社会交换定义为, 组织内成员之间基于互惠关系所产生的行为。Seers (1989)所编制的量表。编制最初该量表有三个维度, 分别为交换、会议过程和凝聚力, 后经过精减只保留交换一个维度。本研究也将采用单维度来进行衡量。本研究量表基于 Seers(1989)所开发的量表之上进行设计, 共 10 个题项, 计分方式为 Likert 五点量表。

3.2.5 组织依附

依据 Tsui et al(1992) 等的定义, 一个人对自己所在的社会群体或单位的心理和行为参与。所以本研究将组织依附的操作性定义为, 成员大限度的接受组织目标的, 并且愿意为组织倾尽努力, 将组织等于自己的家。Tsui et al(1992) 提出, 组织承诺为组织依附的一个重要衡量指标, 对于组织依附的另一个测量方法为离职意愿的高低。刘小平 (2003) 结合中国组织的北京对这三个维度进行认证, 结果表明仍然具有可靠的信效度。本文将采用这一量表维度。基于此, 本研究将采用 2 个维度进行操作型定义, 1. 情感承诺: 对组织有着高度的认同感, 原以为组织的发展做出牺牲。2.持续承诺: 当组织成员考虑到离开现组织会有较大的损失, 出于考虑不得不继续留在组织内。本研究依据刘小平 (2003) 所设计的组织承诺的量表进行测量, 计分方式为 Likert 五点量表, 如下所示:

3.3 研究对象与数据收集

本研究样本选取山东省不同发展程度的四个省份中的各两家公司进行问卷发放, 共发放 810 份问卷。选择山东省不同发展水平的城市, 原因在于不同发展水平城市的组织企业中的员工偏差行为的程度是不同的, 有利于显示不同城市员工偏差行为的差异。本研究选取山东省的济南市, 青岛市, 烟台市, 德州市四座城市为问卷发放的地点。在正式发放问卷时, 样本的讯息主要包括年龄、性别、工作年限和薪资。主要调查的变量为, 仆人式领导、社会交换、利他行为, 员工偏差行为(正式发放时会采用员工绩效来进行回避)等。填写完成后, 一起回收至研究者进行资料分析。为提高参与意愿, 会准备相应的礼物, 在填写提交之后, 告诉参与者并进行礼物的发放。同时, 在发放问卷时会特别标注“本次调查为匿名调查, 所有信息与选项完全保密并不做于其他分析”。本研究所采用分层抽样的方式。所谓分层抽样, 就是先将总体单位按照某一特征分为若干次级总体, 然后在每一个次级总体中进行抽样, 最终组合成为一个样本。分层抽样的优点在于, 可以在不断增加样本规模的前提下降低抽样所产生的误差, 从而提高抽样的精准度。其次, 分层抽样还便于了解总体的不同次级的情况, 方便对其单独研究。本研究将山东省分为四座城市, 划分的特征为发展水平的高低, 每座城市抽取两家公司, 共八家公司, 分别对其进行问卷的发放以及收集, 即可以整合之后以山东省作为整体进行研究分析,

也可以单独进行城市的数据分析。本研究共发放 810 份问卷，由于青岛市常住人口数量最多，发放 210 份问卷。两家公司中有一家规模和人数较多，发放 110 份问卷，另一家发放 100 份问卷；其余三座城市中每一家公司各发放 100 份问卷。回收后，扣除答题时间最快的问卷和遗漏值过多的问卷，正式回收 800 份问卷。

3.4 研究方法

本研究将通过问卷星软件制作问卷，将搜集的问卷制作为 Excel 格式的文件，通过 SPSS 统计软件进行探索性和验证性的因素分析。通过 SPSS 统计软件所得出本研究变量的得分，通过分析对比以验证假设是否成立。其中描述性统计将在问卷回收之后，除去无效问卷和空白问卷后将其进行整理后，算出调查对象的平均数、标准差等数值。主要用来描述样本的集中程度、离散程度等基本特征。而本研究将对仆人式领导，社会交换、利他主义、组织依附和员工偏差行为进行描述性统计。

信度和效度分析用来验证结果的一致性、稳定性和可靠性。信度的高低通常以内部一致性来验证。由于随机误差会影响信度的一致性，所以在调查过程中要减少随机误差的发生。本研究的信度分析将采用 SPSS 中 Cronbach's α 系数来测量问卷的信度。二效度是指所选用的测量工具能够准确测量出所需测量变量的程度。当测量结果与变量吻合，则效度越高，反之亦然。本研究的效度分析将采用验证性因素分析来测量问卷效度。

相关性分析在两个或多个有相关性变量间进行分析，从而衡量变量间的关联密切程度。进行相关性分析的两个变量之间一定要具有一定的联系。相关性最直观的表现就是一个变量会随着另一个变量的增加而产生变化，同样的增加或相反的减少。也就是两个变量间所呈现的正相关与负相关。

中介效应指的是一个变量在另外两个变量间所扮演的中间角色。是检验中介变量是否存在的检验方法。调节作用检验主要用于检验研究中的调节变量在不同环境下，对于变量之间的因果关系的影响大小。本研究将用 SPSS 中的分层回归来进行调节变量的检验。

4. 预期贡献

仆人式领导可以遏制组织内成员的员工偏差行为的产生。当组织中存在仆人式领导时，成员所感受到的是正向的、积极的能量，接收的也是高道德水准之间的相互交流，有利于成员的素质和道德的提高，也会稳定组织在成员方面的各种隐患，将精力放置至其他方面，更大范围的利用组织资源，增加组织绩效。所以，大型的、高道德水准的智慧型公司可以适当的增加具有仆人式领导精神的主管。组织为一个群体，交换行为是不可避免地。只要是存在于组织内的交换行为对于员工偏差行为会起到正向的作用，即交换行为的积极与消极与否决定了员工偏差行为的发生与否。当组织中的领导为具有高道德水准的仆人式领导。组织成员在需求、心理都被满足的情况之下发生的交换行为，其负面情绪被最大程度的削减员工偏差行为也会减少，反之亦然。而组织成员之间如果出现了消极的交换行为，例如散布谣言、打破互惠平衡等恶劣行为。那么此类消极的行为会迅速在组织内进行传播，会促进偏差行为的产生。

当组织内的交换行为是在利他主义之上发展出来的利他行为，那么员工偏差行为也将受到遏制。同理，本就是员工利益放在首位的仆人式领导行为，利他主义为中介变量进行后，最大程度的减少了员工偏差行为的产生。而在领导行为与交换行为以及利他行为对于员工偏差行为的作用之下，组织依附作为调节变量，在其中的润色作用亦不可忽视。本研究认证，组织依附的持续承诺不具备调节变量的作用。组织依附的情感承诺在利他主义与员工偏差行为的关系中则为显著的调节作用。即当仆人式领导与社会交换通过利他主义这一中介变量影响员工偏差行为时，组织依附以及组织依附的情感承诺会加深这一影响的重要性。

对于学界, 员工偏差行为的产生是多方面的, 其与个人、环境、周围人际等因素对于个体的冲击都会或多或少的造成偏差行为的产生。目前学界对于其的研究多是集中在组织内部, 对于其他因素的探讨很少。所以, 可适当的将目光放在组织之外的因素。对于后续的研究者, 由于本文在研究样本以及时间等方面存在限制, 所以并不是很完善。尤其是在量表的设计上, 每个变量都是有多个维度的, 但本研究仅是选用了几个其中具有代表性的维度进行探讨, 除维度之外, 本研究仅选用了山东省作为样本投放区域, 在地域上存在限制性, 后续的学者也可以针对此扩大样本的投放区域, 减少共性, 还可以进行维度上的详细的探讨。

对于组织, 组织应适当的增加仆人式领导风格的主管, 关注关心成员的生活和工作, 以员工为本。对成员展现出足够的支持和重视。善用情感激励, 表现出对成员的人格尊重, 在组织的交换行为方面, 一定要避免任人唯亲, 否则会增加成员的不信任感, 降低成员的忠诚度。身为领导要重视组织的薪酬规章制度, 绩效薪酬是一个组织寻求高绩效和笼络人才的最有效的工具之一。员工通过其可以感受到自己的价值和受重视程度。身为主管, 在其位谋其政, 一定要注重各项信息和决策的公开, 公正, 对成员不应有过分的处罚和不符合的奖励, 应该做到恩威并施。适当的进行权力下放。营造积极的组织环境, 减少员工偏差行为的产生, 增加组织正向的产出。

至于组织内利他主义的发展, 可以在组织内树立具有利他行为的榜样, 增加其他成员的模仿性。同时设立一定的奖励机制, 对具有利他行为的成员给予一定的奖励, 增加其他成员的模仿性, 促进利他行为的产生。组织可以定时的举办一些助人技能的培训, 让成员了解到应该如何正确的帮助他人, 降低成员对于利他行为的预估代价。所有的技能都是需要后天的培养和学习, 组织应该有意识、有目的的培养助人技能, 增加成员的助人技能与意识, 会使成员不仅希望能帮助别人, 也可以在实际中践行。

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Relationship Between Psychological Empowerment and Innovation Performance: The Mediating Effect of Employee Creativity

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Abstract

In the past, the research on innovation performance focused on the innovation performance of the enterprise, while ignoring the individual's innovative performance. Traditional enterprises focus on the management of collective innovation ability, while ignoring the management of individual innovation ability. This study focuses on the impact of psychological empowerment on employee innovation performance under the condition of employee creativity as the intermediary.

Through empirical research, it is found that psychological empowerment has obvious positive effect on employee innovation performance, and psychological empowerment has obvious positive effect on employee creativity, and employee creativity has obvious positive effect on employee innovation performance. The intermediary test also validates the role of employee creativity in the relationship between psychological empowerment and employee innovation performance, and validates the hypothesis proposed in this study. Hypothesis verification provides new management ideas for enterprise innovation management.

Keywords: Psychological empowerment, Employee creativity, Innovation performance, Innovation management

心理授权与创新绩效：员工创造力的中介效应

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摘要

以往对创新绩效的研究多集中于企业的创新绩效，而忽略了个体的创新绩效。传统企业着重于集体创新能力的管理，而忽略个体创新能力的管理。本研究重点探讨以员工创造力为中介条件下心理授权对员工创新绩效的影响。

通过实证研究发现，心理授权对员工创新绩效具有明显的正向影响，心理授权对员工创造力具有明显的正向影响，员工创造力对员工创新绩效具有明显的正向影响。通过中介检验也验证了员工创造力在心理授权与员工创新绩效之间起部分中介作用，验证了本研究所提出的假设。假设的验证能为企业创新管理提供新的管理思路。

关键词：心理授权、员工创造力、创新绩效、创新管理

1. 介绍

传统思想观念认为，企业整体的创新绩效是促成企业创新的关键，但随着越来越多的学者研究发现，员工个体的创新绩效对企业发展有着举足轻重的作用，对企业总体的创新绩效最重要的是企业的创新实力都有非常显著的促进提升作用。

根据统计目前企业在创新方面遇到的困境，其实是管理创新的难度远低于技术创新，因此许多企业开始推进心理授权管，并取得很大的成绩，如谷歌、华为、美国太平洋石油等企业。

另外，研究显示创造性人才的缺乏是目前企业发展创新的一大困难，培养员工创造力就成了企业目前紧要的任务，因此本研究主要动机是探究心理授权、员工创造力和个体创新绩效三者之间的关系，希望能够在创新管理学习和探究中发现普遍规律，以便深入理解创新绩效的内因和心理机制，帮助企业提高员工个体创造力培养的重视程度。

2. 文献综述

2.1 心理授权的定义

授权也称作赋权，授权的相关概念最早的来源是两个管理相关的理论，这两个理论是员工参与理论以及参与管理理论。在参与管理理论中主张，员工的工作绩效和工作满意度在授予一定程度决定权给员工的条件下，就能够一定程度的提升 (Locke & Schweiger, 1979)。而在员工参与理论中，该理论强调在赋予下级员工一定的权力、物质等激励条件下，能够一定程度的促进员工工作绩效的提升 (Bowen & Lawler, 1992)。

最早在 1988 年 Conger and Kanungo，他们两人就指出授权管理实践并不是必然能导致员工工作绩效的提升，1990 年 Thomas and Velthouse，依照相关探讨结果把心理授权总结为可以刺激自我效能感的一种心理上的状态，并据此提出了心理授权四个相互独立、互不影响的认知构面（即工作意义、感知能力、自主决定力和影响力），通过这四个构面来反映自己的工作状态的个体感知，自此形成了一个完整的解释心理授权的概念，并找到了其不同于工作丰富度意涵的地方。

李超平、李晓轩、时勘与陈雪峰（2006）也建议相关的研究者在探讨心理授权问题时应当从另外一个新的视角入手，即从个体体验的角度为入手点来探讨心理授权有关问题，不要再拘泥在传统的视角下进行问题探讨。各代表性的定义总结如表一所示：

表一 心理授权的定义

学者（年代）	定义
Burke (1986)	对工作的自我决策。
Conger and Kanungo (1988)	自我效能的动机概念。
Spreitzer (1995)	内部工作动机模式。
李超平等人（2006）	对影响员工行为的所必需的知识、技能、动机的认知。

资料来源：本研究整理

2.2 创新绩效

Coombs (1996) 的相关研究结果指出，创新活动产生的主体是企业企业的研发技术人员，他们是造就和提高创新绩效的主力军。创新绩效是衡量企业创新活动重要及有效的指标，能衡量一个企业的创新活动情况，包括对创新的投资情况（人力和资金）以及投入的产出成果，可以对参与创新活动过程的相关研发技术人员的工作绩效进行非常有效的评定。韩翼、廖建桥与龙立荣（2007）在实证中通过一系列相关探索并总结了一些有用的结论，认为员工创新绩效可以从创新的意愿、建议、过程、结果以及思维传播等整个流程方面来全方位、全过程的衡量。

沈海华（2006）的一系列相关探究指出，创新绩效是通过对技术革新或者对产品创新等一系

列创新活动所产生的，可以通过客观测量来进行相应的评价，而且能够感知到一些创新成果对企业到效益。创新绩效可以从两方面进行客观评定，包括直接的效益以及间接的效益。直接效益包括创新产品的销售情况、销售利润以及对企业价值的传播效益，间接效益包括获得的技术创新以及在专利保护方面获得的竞争优势。各个代表性定义如表二总结：

表二 创新绩效的定义

观点	学者（年代）	定义
过程论	Campbell (1993)	创新绩效是一种行为过程，主要体现在创新活动的过程上。
结果论	Brumbrach (1988)	创新绩效体现的是一种结果，能够通过创新结果来衡量。
综合论	韩翼等人 (2007)	员工创新绩效包括创新意向、建议、过程、结果和创造性思维沟通。

资料来源：本研究整理

2.3 员工创造力

创造力的定义多种多样，但是基本上可以将这些定义大致分为四类：1、能力特质，一种自身能力的展示或一种人格特质的体现；2、思维过程，一种思维模式的方法和过程的体现；3、产品结果，强调创造力的产生是一种结果体现，要有切实的产物；4、综合体，以上介绍的两种或三种分类方法组合，包含两种或三种意涵，是一种综合解说。为了方便地了解创造力不同的意涵分类，本研究把不同分类归纳后总结在表三中。

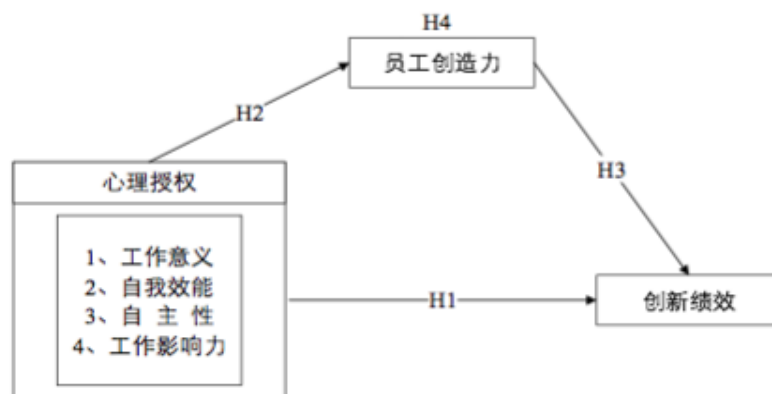
表三 创造力的定义

解释角度	学者（年代）	定义
能力特质	Guilford, Green & Christense (1950)	创造力是指一种自身能力的展示，或者一种人格特质的体现，是人类特有的能力。
思维过程	Torrance (1966)	一种思维模式的方法和过程的体现，感知到自身的不足，在思维的过程中产生新的假设。
产品结果	Koestler (1964)	创造力是一种结果体现，要有切实的产物，或者要有新的观点产生，强调结果。
综合体	林崇德（1999）	创造力不仅是能力特质的体现，也包括产品的产生的结果，是能力特质和产品结果的综合。
	罗彦红、石文典（2010）	产生新思维、创造新产品的能力，以及在产生新思维、新产品过程中涉及的思维过程，是能力特质和思维过程的综合。

资料来源：本研究整理

3 研究方法

3.1 研究框架



图一 研究框架

资料来源：本研究研究框架

3.2 样本

调查对象为选定为晨鸣集团。晨鸣集团为传统行业的造纸企业。选择该调查对象的原因是造纸行业是传统行业，属于制造业当中的重要领域，与环保、创新管理等方面关系非同寻常。

3.3 问卷

根据前人的研究中验证过的测量量表设计了本次研究的调查问卷，问卷使用李克特五点记分方式。提前进行了小规模的前测调查，通过前测测试对调查问卷有效性进行了检验。本次研究的主要测量元素为心理授权、员工创新绩效、员工创造力，所以综合量表分为三个部分：心理授权量表、员工创新绩效量表、员工创造力量表。心理授权量表使用的李超平等人（2006）翻译的 Spreitzer (1995) 设计的量表。这个量表包含四个构面，包括 12 个问题，本研究将使用这个量表对员工的心理授权感知度进行测量。员工创造力测量量表使用的是多位学者 (Tierney, Farmer, & Graen, 1999) 设计的量表的中文版，这个量表包括 13 个题项，本研究使用此量表来测量评价员工创造力。员工创新绩效量表使用的是 Daft & Lewin, (2008) 设计的量表的中文版，包含 8 个题项，本研究使用此量表测量员工创新绩效。这些量表都在中国的一些研究中得到了验证。

3.4 分析方法

问卷调查所得数据以 SPSS 21.0、AMOS21.0 这两个统计分析软件对数据进行了统计学分析。通过软件使用因子分析、相关分析、回归分析等方法手段考证本研究所提出的研究假设，对心理授权、员工创造力和员工创新绩效三者的相互关联进行认定。

4 研究结果

4.1 描述性统计分析

本研究以晨鸣集团员工为研究对象。总计发放了 480 份问卷，收回了问卷 471 份，回收率为 98.1%，有效问卷一共 445 份，回收的有效率 92.7%。通过对回收到的问卷样本中的有效问卷样本进行统计，统计整理个人资料的人数以及所百分比。

就性别而言，男性占总调查人数的 56.4%，女性占总调查人数的 43.6%，男性在比例上略微高于女性所占的比例。在年龄层次部分，18~25 岁、26~30 岁、31~40 岁、40 岁以上各占 21.6%、27.9%、33.0%、17.5%。在学历部分，大专受试者最多，占 52.6%，其次分别为高中及以下、本

科、硕士及以上各占 26.1%、13.4%、7.9%。在岗位部分，普通工人占比最高，为 51.0%，其次分别为技术工人、其他、研发人员、市场/公关、人力资源、行政/后勤、销售各占 14.2%、11.9%、7.0%、6.1%、5.6%、2.9%、1.3%。在月收入方面，收入在 1001-4000 元的人数量最多，为 53.3%，其次是收入在 4001-8000 元、8000 元以上的人，占比分别是 33.9%、12.8%。

4.2 信度、效度分析

4.2.1 信度分析

为了确保各维度题项间的一致性与稳定水平，本研究采用信度分析，测验的信度在于表示测验内部题项之间是否相互符合。本研究采用 Cronbach's α 信度系数来检定量表同一维度下个体向间的一致性， α 值越大表示内部一致性越大，信度越高。依据信度衡量标准，一般认为， α 值大于等于 0.7 是可接受的标准； $\alpha > 0.8$ ，表示量表的信度非常好； $\alpha < 0.6$ ，表示量表信度较低，拒绝接受（曾五一与黄炳艺，2005）。信度如表四所示：

表四 变量的整体信度

变量	题数	Cronbach's α
心理授权	12	0.888
----工作意义	3	0.718
----自我效能感	3	0.680
----工作自主性	3	0.724
----工作影响力	3	0.694
员工创造力	13	0.837
员工创新绩效	8	0.827

资料来源：本研究整理

4.2.2 效度分析

效度分析即测量的有效性，指测量工具能够测出其所要测量的特征的有效性程度。通过 AMOS21.0 对数据进行效度分析。

表五 各变量验证性因素分析结果

变量	S.E.	C.R.	P	AVE
心理授权	0.073	11.968	***	0.503
员工创造力	0.051	18.178	***	0.505
员工创新绩效	0.053	20.654	***	0.511

资料来源：本研究整理

4.3 研究变量的相关分析

心理授权与员工创造力间 ($r=0.630$, $p<0.01$) 具有显著正相关，心理授权与员工创新绩效间 ($r=0.375$, $p<0.01$) 具有显著正相关，员工创造力与员工创新绩效间 ($r=0.558$, $p<0.01$) 具有显著正相关。同时，心理授权的各维度与员工创造力和员工创新绩效也都显著正相关，工作意义与员工创造力间 ($r=0.616$, $p<0.01$) 具有显著正相关，自我效能感与员工创造力间 ($r=0.598$, $p<0.01$) 具有显著正相关，工作自主性与员工创造力间 ($r=0.646$, $p<0.01$) 具有显著正相关，工作影响力与员工创造力间 ($r=0.608$, $p<0.01$) 具有显著正相关，工作意义与员工创新绩效间 ($r=0.342$, $p<0.01$) 具有显著正相关，自我效能感与员工创新绩效间 ($r=0.238$, $p<0.01$) 具有显著正相关，工作自主性与员工创新绩效间 ($r=0.313$, $p<0.01$) 具有显著正相关，工作影响力

与员工创新绩效间 ($r=0.376$, $p<0.01$) 具有显著正相关。

表六 变量的相关分析结果

心理授权	工作意义	自我效能感	工作自主性	工作影响力	员工创造力	员工创新绩效
1	0.868**	0.850**	0.867**	0.791**	0.630**	0.375**
	1	0.721**	0.657**	0.542**	0.616**	0.342**
		1	0.631**	0.525**	0.598**	0.238**
			1	0.629**	0.646**	0.313**
				1	0.608**	0.376**
					1	0.558**
						1

注: a.* 表示 $p<0.05$; b.** 表示 $p<0.01$; c.*** 表示 $p<0.001$

资料来源: 本研究整理

4.4 研究变量的回归分析

本研究利用回归分析检定心理授权、员工创造力与创新绩效变量间的关联程度, 以及对相关各个变量在各自对应的回归模型中对于因变量的解释能力, 了解预测能力和关系程度, 以及部分和整体之间的关系是否具有显著性。

员工创造力在心理授权与创新绩效间的中介效果检验, 主要参照温忠麟、张雷、侯杰泰与刘红云 (2004) 的中介效应检验程序, 通过 SPSS21.0 用回归分析进行判定。为了进一步了解员工创造力在心理授权与创新绩效间的中介效果, 本研究先以心理授权和员工创造力为预测变量, 分别针对心理授权和员工创造力进行阶层回归分析, 以探究这两个预测变量对员工创新绩效的预测能力。由表七的回归模型显示:

表七 员工创造力在心理授权与创新绩效间中介效果监测结果

	自变量	因变量	Beta	T 值	Sig.	R ²	调整后 R ²	F (Sig.)
模式一	心理授权	员工创造力	0.761	20.965	0.000	0.689	0.688	439.517***
模式二	员工创造力	员工创新绩效	0.866	15.172	0.000	0.538	0.535	230.201***
模式三	心理授权	员工创新绩效	0.748	13.416	0.000	0.476	0.474	179.998***
模式四	心理授权 员工创造力	员工创新绩效	0.284 0.610	3.082 6.076	0.002 0.000	0.559 0.559	0.554 0.554	124.788** 124.788***

注: * 表示 $p < 0.05$; ** 表示 $p < 0.01$; *** 表示 $p < 0.001$

资料来源: 本研究整理

在回归模式一中, 以心理授权为预测变量, 此模式的判定系数 R^2 为 0.689, 调整后的判定系数 R^2 为 0.688, F 值 439.517 ($p<0.001$) 达到显著水平。而心理授权 ($Beta=0.761$, $p<0.001$)

对于员工创造力有显著的正向影响，表示如果心理授权程度越高，其员工创造力会越高。

在回归模式二中，创造力为预测变量，此模式的判定系数 R^2 为 0.538，调整后的判定系数 R^2 为 0.535，F 值 230.201 ($p < 0.001$) 达到显著水平。而创造力 ($Beta = 0.866$, $p < 0.001$) 对于创新绩效有显著正向影响，表示如果创造力程度越高，其创新绩效会越高。

在回归模式三中，心理授权为预测变量，此模式的判定系数 R^2 为 0.476，调整后的判定系数 R^2 为 0.474，F 值 179.998 ($p < 0.001$) 达到显著水平。而员工创造力 ($Beta = 0.748$, $p < 0.001$) 对于创新绩效有正向影响，表示如果心理授权程度越高，其创新绩效的程度会越高。

在回归模式四中，以心理授权和创造力同时作为预测变量，此模式的判定系数 R^2 为 0.559，调整后的判定系数 R^2 为 0.554，F 值 121.788 ($p < 0.001$) 达到显著水平。创造力具有的正向影响 ($Beta = 0.610$, $p < 0.001$)，而心理授权 ($Beta = 0.284$, $p < 0.05$) 也具正向影响，而心理授权 Beta 值在创造力影响下遭到弱化，因此创造力起部分中介作用。

综合上述回归分析结果得知，心理授权对创新绩效有显著正影响，心理授权对员工创造力具有正影响，员工创造力对创新绩效有显著正影响。当心理授权与员工创造力同时作为预测变量时，心理授权对创新绩效具有显著正影响，而员工创造力对创新绩效具有显著正影响，因此员工创造力在心理授权与创新绩效间具有部分中介效果，因此本研究假设 H4 成立。

5. 研究结论

本研究以晨鸣集团员工（传统制造业）为研究对象，探讨心理授权对创新绩效的影响，以及检验员工创造力在心理授权和创新绩效间的中介效果。依据文献探讨与使用描述性统计分析、相关分析以及回归分析，用以检验本研究的假设是否成立。

1. 心理授权与员工创新绩效存在正相关关系。心理授权的增加，会提高创新绩。因此在企业管理中心理授权管理是重要的一方面，可以极大提高企业绩效。
2. 心理授权同时也正向影响员工创造力。心理授权的增加，会正向影响员工创造力。
3. 员工创造力能够提升员工创新绩效，员工存在较高的心理授权感知时，员工创造力越高则创新绩效也会同时增加。心理授权通过企业管理进行实施，来提高员工创造力，增加创新绩效，从而进一步促进企业发展。
4. 通过回归分析，得出员工创造力在心理授权和创新绩效之间发挥中介效应。至此，本研究提出的全部假设都得到了验证。验证结果如下表八：

表八 本研究的假设验证表所示：

验证假设项目	验证结果
H1: 心理授权对员工创新绩效存在正向影响。	成立
H1-a: 工作意义对员工创新绩效存在正向影响。	成立
H1-b: 自我效能感对员工创新绩效存在正向影响。	成立
H1-c: 工作自主性对员工创新绩效存在正向影响。	成立
H1-d: 工作影响力对员工创新绩效存在正向影响。	成立
H2: 心理授权对员工创造力存在的正向影响。	成立
H2-a: 工作意义对员工创造力存在正向影响。	成立
H2-b: 自我效能感对员工创造力存在正向影响。	成立
H2-c: 工作自主性对员工创造力存在正向影响。	成立
H2-d: 工作影响力对员工创造力存在正向影响。	成立
H3: 员工创造力对员工创新绩效存在正向影响。	成立
H4: 员工创造力在心理授权与员工创新绩效之间起部分中介作用。	成立

资料来源：本研究整理

6. 研究不足与展望

心理授权、员工创造力和创新绩效都有各自的维度结构，但是本研究没有深入变量的维度研究，在变量的维度上可能会存在更加具体的结构效应。另外，在员工创造力和创新绩效研究中，只研究了员工创造力和创新绩效的主观方面的自我评价。没有通过客观指标对员工创造力和创新绩效进行评定。因为员工创造力和创新绩效客观指标的界定过于复杂，超过了作者的知识水平，需要处理的变量太多，因此没有对着创新绩效的客观指标进行研究。

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The Moderating Effect of Corporate Governance Structure on the Relationship between ERP System and Business Performance

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Abstract

The key to the success of ERP system lies in the effectiveness of enterprise resource allocation. The corporate governance mechanism determines the supply of resources to a large extent, and it will also have an impact on the implementation of the ERP system. Taking corporate governance as a starting point, this paper verifies the regulatory effect of corporate governance elements on the relationship between ERP system and corporate performance through the study of listed companies in China's logistics industry. By studying the effect of corporate governance on the relationship between ERP system and corporate performance, this paper draws the following conclusions: (1) in Chinese logistics listed companies, the shareholding ratio of the first shareholder has no significant effect on the relationship between ERP system and corporate performance; (2) the proportion of independent directors has a positive moderating effect on the relationship between ERP system and corporate performance. (3) the management equity incentive mechanism has a positive regulating effect on the relationship between ERP system and enterprise performance.

Key words: ERP system, corporate governance structure, corporate performance.

公司治理结构对 ERP 系统与企业绩效间关系的调节效果

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摘要

ERP 系统成功的关键在于企业的资源配置效力。而公司治理机制很大程度上决定资源的供给,也会对 ERP 系统的实施效果有所影响。本文以公司治理为切入点,通过对中国物流业上市公司的研究验证公司治理要素对 ERP 系统与企业绩效关系的调节作用。本文通过研究公司治理对 ERP 系统与企业绩效关系的影响作用得出以下结论:(1)在中国物流业上市公司中,第一大股东持股比例对 ERP 系统与企业绩效间关系的调节作用不显著;(2)独立董事比例对 ERP 系统与企业绩效间的关系存在正向调节作用;(3)管理层股权激励机制对 ERP 系统与企业绩效的关系存在正向调节作用。

关键词: ERP 系统; 公司治理结构; 企业绩效

1. 绪论

经过几十年的发展,企业资源规划 (Enterprise Resource Planning, ERP) 系统凭借其先进的企业管理思想和管理模式,成为物流企业实现管理变革,拓展发展前景,全面提升竞争力的首选。期望借此缩短生产周期、降低成本,来成功实现转型,提升企业的管理水平。

目前,ERP 系统已成为在中国企业中,将管理、供应商、客户和信息技术相结合,用以形成企业核心竞争力的重要途径之一。事实上,ERP 系统是一种以供应链管理为核心思想的管理系统,将供应链看作是企业的资源,企业的资源配置效力是其成功的关键,而公司治理结构从企业组织架构上影响着企业资源的配置会对 ERP 的实施效果产生影响。

很多学术文献和实践中,都看重 ERP 提升企业绩效的能力和作用,在已有研究中,ERP 实施效果并不一致,所以寻找合适的公司治理结构是促进 ERP 系统实施的必要环节,也是改善企业创新绩效的转折点。故从公司治理的角度出发,研究 ERP 实施与现代物流企业绩效的关系,对企业管理者有重大指导意义。

鉴于此,本文将通过物流业上市公司实施 ERP 的相关数据,验证实施 ERP 的企业绩效明显好于未实施 ERP 的企业。并从公司治理结构的角度出发,分析公司治理结构是否会影响 ERP 系统的实施效果,从而证明公司治理结构是 ERP 与企业绩效关系的调节因素。

在研究分析能够对 ERP 与企业绩效起到调节作用的相关公司治理的一些变量,从一定程度上解释影响 ERP 与企业绩效关系的因素这一问题,以客观数据为依据,探讨企业内部结构对 ERP 与企业绩效关系的调节效果,希望通过本文的研究为后续的 ERP 研究提供更多的思路 and 方向,给企业如何成功实施 ERP,充分发挥其作用提供依据,为企业管理者提供新的治理途径。

本文的创新之处是,在前人所做研究的基础上,试图对 ERP 系统与企业绩效的内在联系进行进一步的研究:

(1) 将公司治理结构引入 ERP 实施绩效研究中,从公司治理的更多方面研究其对 ERP 与企业绩效的调节效果,这为 ERP 的深入研究提供新方向。同时,明确不同公司治理结构对 ERP 实施效果不同,也为企业管理者进行 ERP 投资提供一定的指导。

(2) 在数据选取方面,考虑到 ERP 系统实施效果具有时间滞后性,本文选取 ERP 使用年限的行业平均值作为解释变量,进一步细化 ERP 与企业绩效关系的测量方式。

2. 文献综述

企业资源规划 (Enterprise Resource Planning, ERP) 系统最初是由 20 世纪 60 年代的物料需求规划 (Material Requirement Planning, MRP) 发展到 80 年代的制造资源计划 (Manufacturing Resources Planning, MRPII),到 90 年代初期,美国 Gartner Inc. 顾问公司和 American Production and Inventory Control Society (APICS) 创造出 ERP 系统,Gartner(1999) 阐释 ERP 的内容及含义,ERP 作为 MRPII 的下一代,是一种企业内部各个业务部口之间、企业与外部合作伙伴之间交流和共享信息的系统。其主要作用是打通企业的信息壁垒,实现核心业务、产品研发和数据收集的内部信息集成,以及企业与上下游合作伙伴的外部信息集成,从而实现企业内部作业流程的优化设计,加强企业外部的合作协同。Cleary (1999) 认为 ERP 系统是“交易枢纽”,也就是说 ERP 系统记录着企业的各个方面,它将企业基本流程紧密串联,使企业能实时掌握内部资源运转的信息。

虽然学术界对公司治理的定义尚未形成定论,但总结归纳学者观点,可从两个方面进行界定:公司治理为解决企业所有者与经营者之间的关系,以确保双方的利益趋于一致 (Jensen and Meckling, 1976);公司治理主要解决现代企业制度下两权分离所产生的代理问题,其核心为如何降低代理成本 (Fama and Jensen, 1983);为保证企业股东和债权人的利益,公司治理的关键是要

寻找资金供应者及时回收投资加合理回报 (Shirley and Xu, 2001); 公司治理以实现企业所有者利益最大化为原则, 通过监督和激励等手段解决代理问题的内外部机制的综合 (Diane and Denis, 2003)。在国内, 学者也针对公司治理给出了不同的定义。例如, 公司治理 (李响, 2017) 实际上是一整套法律和制度性安排, 涉及分配公司剩余控制权或索取权, 丧失经营权的股东如何更好控制公司以及如何分配风险和收益等问题。殷萍萍 (2012) 指出委托代理关系是一种委托人聘请具有某些专业化优势的代理人为其服务并支付相应酬劳的契约关系。

刘银国、朱龙 (2011) 基于对利益相关者理论的研究, 提出公司治理机制有新的内容, 不仅包括针对经理人设计的监督激励机制, 还将企业的员工、零售商、供应商、政府等利益群体的关系, 公司治理从狭义的内部治理发展扩宽为包含外部治理监督机制的广义治理化机制。

由此可见利益相关者理论将不再以“企业利润最大化”或“股东利益最大化”作为公司治理的最终目标, 而应该更加重视与企业生存发展相关的企业利益群体, 以立足社会、服务社会作为企业发展的基本原则, 并始终保持为全体利益相关者负责。

实施 ERP 系统究竟会对企业带来什么影响? 相关领域的学者普遍认为 ERP 对于企业发展产生积极的影响。例如, Ross (1999) 对 15 家制造业企业进行考察研究, 发现企业实施 ERP 系统后绩效会出现短暂下滑, 需要等到员工熟悉系统并完善 ERP 模块后企业绩效才会上升。这样的结论在后续的研究中也得到了证实 (Hunton, Lippincott, & Reck, 2003; Nicolaou, 2004)

然后, 也有学者认为 ERP 带来的积极效应并不是一直存在的, 这中间存在很多的调节变量。例如, 张露、黄京华、李扬帆 (2013) 表明要发挥 ERP 系统效用, 企业必须获取足够的创新动力和技术能力, 组织科学的财务决策, 并对市场的满足和创新的结果进行正确的评价。王立彦、张继东 (2007) 指出实施 ERP 对小规模公司能够提升公司业绩, 大规模公司则不会; 非制造业企业业绩有显著提升, 而制造业企业实施 ERP 的业绩提升不明显。近年来, 也有学者对于 ERP 的积极作用提出了质疑。孙健、袁蓉丽、王百强 (2017) 利用 1999-2011 年间 A 股上市公司的数据, 采用倾向评分匹配和双重差分相结合的方法发现, 与未实施 ERP 的公司相比, ERP 实施公司的短期托宾 Q 显著下降。具体来讲, 实施 ERP 的公司从实施完成后第 2 年开始盈利水平和存货周转率显著下降, 成本显著提高。

2.3 文献述评

通过对相关文献的阅读和梳理发现, ERP 在国外兴起, 使用时间相对较长、技术相对成熟, 有关 ERP 的问题研究比较全面。在 ERP 系统实施的早期, 国外大部分学者的研究热点主要在于对 ERP 系统的基础问题研究, 受当时科技信息水平、组织结构不健全、管理理念落后及实施年限不足等因素的影响, 对 ERP 系统的研究很多都认为其与企业绩效无关。21 世纪以来 ERP 系统得到不断完善, 大量调查问卷、案例分析和实证分析显示 ERP 系统能够降低企业的管理成本从而提高企业的绩效。尽管中国国内对 ERP 的研究已经取得一定成果, 但对于 ERP 系统实施效果的关键影响因素的分析仍然较为匮乏, 有待进一步研究; 其次研究方法上有一定的局限性, 数据搜集难度较大的限制, 目前对 ERP 实施的实证研究还比较不足。

随着 ERP 影响企业绩效问题的不断深入研究, 学者开始探索影响 ERP 实施效果的关键因素, 公司治理机制的监督和激励功能可以促进企业有效利用资源, 基于这样的观点, 不少学者认为 ERP 系统也是一项资源, 因此也会受到公司治理结构的影响。

3. 研究方法

3.1 样本选取与数据来源

本文选取 1998-2017 年间中国沪深 A 股的 109 家物流业上市公司, 进行 ERP 实施时间的搜集。本文选择物流业上市公司作为研究样本, 主要原因在于: 电子物流成为 21 世纪物流

发展的大趋势,越来越多的企业在使用 ERP。ERP 类型具有显著的行业差异,与制造业的 ERP 类型分布情况相比,中国物流企业实施 ERP 是否也有明显行业特点,值得研究探讨。

由于在中国,ERP 系统实施信息并非强制披露信息,相关统计机构及数据库也并未收录这方面的信息,无法获取统一的系统数据,因此在搜集实施 ERP 的企业样本时,本研究主要参照以往文献研究中所采用的网络搜索的方法,同时结合上市公司年报、年度内部控制报告、招股说明书等公开披露文件的搜索结果,以及中国市场上主要的 ERP 软件供应商的客户资料,初步得到 78 家实施 ERP 的物流业上市公司样本。为避免其他因素对研究的影响,本文根据以下原则对初步取得的样本进行进一步筛选:

(1) 由于网络搜索获取的样本公司 ERP 实施信息的披露内容有所不同,包括引入 ERP 系统、ERP 项目启动、ERP 开始实施、ERP 上线验收等。有研究指出,ERP 实施的平均时间通常在 9 个月到 1.5 年(Nicolaou, 2004; 周晓华, 2011),因此对于没有明确 ERP 上线时间但有明确启动时间的样本,本文将上线时间确定为引进或启动时间的下一年,在进行这一处理后,剔除依然无法确定具体实施时间的样本公司;(2) 剔除 1998-2017 年间被 ST 及退市处理的样本公司;(3) 剔除没有明确实施开始时间和完成时间的样本以及上市前或上市当年实施 ERP 的企业,无法获取上市前的财务报告;(4) 剔除只实施一个或极少模块的企业,此类企业只是应用个别模块,不能判断企业绩效的变化是否是由于 ERP 实施引起的;(5) 剔除由于企业自身信息披露、指标计算不准确或数据库所采数据不全面不完整等原因造成的财务会计数据或指标缺失的上市公司;(6) 剔除在研究期间内发生过兼并收购等重大资产重组行为的上市公司。样本公司的财务信息和其他相关数据则通过 Wind, CSMAR 数据库获得。经过上述样本处理,共得到 64 家实施 ERP 的样本公司,采用 Excel, Stata, Eviews 等统计软件对样本和数据进行整理和分析。

本文在对企业的股权集中度、董事会结构和股权激励这三个公司治理维度在 ERP 使用程度与企业绩效间关系的调节效果进行理论分析,进而提出本文的研究假设。

根据技术创新理论,从本质上来讲,ERP 投入的目的在于有效提高企业绩效,而 ERP 系统如同企业其他信息技术资源一样,并不能单独创造价值,而是和企业其他资源一起为企业创造价值。因此,ERP 系统能否确实提升企业绩效,还是取决于企业资源的配置,也就是决定于公司治理机制的特点,故从公司治理角度出发,研究其 ERP 系统与企业绩效间关系的调节作用。本文主要从公司治理的内部治理角度来进行探究。

张娜(2016)指出股权性质是公司内部治理的重要组成部分,中国一些上市公司是由国有企业改造而来,因此表现出国有企业控股、法人控股比例极大的特征。一股独大的股权结构存在诸多弊端:其他股东无法对大股东形成有效的制衡,且大股东对公司的绝对控制力,对于人员任免等行政管理具有绝对权威性,易形成严重的内部人控制现象。从而导致在 ERP 具体实施过程中监管不到位。另外,在复杂的委托代理关系下,缺乏正确评估管理者作出 ERP 投资和实施决策的相关信息,这也在一定程度上抑制 ERP 系统的作用的发挥(张露等, 2013)

石大林(2014)指出公司治理的监督机制主要体现为董事会领导权问题上,独立董事比例越大,企业盈利能力越弱。物流业上市企业的独立董事若由大股东直接任命的,会受大股东的牵制,缺乏独立的管理意志。因此,独立董事对企业绩效的影响是有限的,甚至是负面的。不利于 ERP 系统投资决策,同时,独立董事比例越大,影响对 ERP 实施过程的监督,不利于企业利润率的增長。

刘伟与刘星(2007)发现在高新技术企业实施高管持股可降低经理人的个人短视行为,更加主动参与到创新投资中。这说明推动 ERP 系统实施效果的有效方法就是推进公司管理层股权激励机制,经理人持有公司股权可以弥补 ERP 实施给他带来的额外成本,而且将经理人与股东的利益相挂钩,可以增加经理人参与 ERP 投资的积极性,在 ERP 系统实施过程中主动参与和监管,为 ERP 成功实施增添保障。

基于此，本文提出如下假设：

H1：第一大股东持股比例越大对 ERP 系统与企业绩效的关系有负向调节作用。

H2：独立董事的比例越大对 ERP 系统与企业绩效关系有负向调节作用。

H3：管理层有股权激励对 ERP 系统与企业绩效关系有正向调节作用。

综上所述，本文所采用的各变量、其具体含义及计算方法如表 2 所示：

表 2 变量选取表

	原变量	修正变量	含义	计算公式
被解释变量	托宾 Q 值	Q	托宾 Q 值	样本公司托宾 Q 值/行业的托宾 Q 值
解释变量	ERP 使用年限	ERP	ERP 使用年限	样本公司 ERP 使用年限/行业 ERP 使用年限
	Top1	Top1	第一大股东持股比例	持有最大股数的股东占所有股数的比例 (%)
调节变量	PID	PID	独立董事比例	独立董事占董事会成员比例 (%)
	EI	EI	股权激励	为虚拟变量，有股权激励为 1，没有为 0
	LEV	LEV	资产负债率	期末总负债/期末总资产 *100%
控制变量	Growth	Growth	企业成长性	主营业务收入增长率=(本期营业收入-上期营业收入)/上期营业收入 *100%
	Size	Size	企业规模	企业总资产的自然对数

为进一步分析公司治理结构对 ERP 实施程度和企业绩效的调节作用，本文在模型中加入 ERP 使用年限、公司治理结构要素和两者的交乘项来建立模型，分析公司治理结构要素对 ERP 系统实施与企业绩效的调节效果。本研究的模型有：

模型一：

$$Q_{it} = a_0 + a_1ERP_{it} + a_2Top1_{it} + a_3(ERP_{it} \times Top1_{it}) + a_4LEV_{it} + a_5Growth_{it} + a_6Size_{it} + \varepsilon_{it} \quad (1)$$

模型二：

$$Q_{it} = b_0 + b_1ERP_{it} + b_2PID_{it} + b_3(ERP_{it} \times PID_{it}) + b_4LEV_{it} + b_5Growth_{it} + b_6Size_{it} + \varepsilon_{it} \quad (2)$$

模型三：

$$Q_{it} = c_0 + c_1ERP_{it} + c_2EI_{it} + c_3(ERP_{it} \times EI_{it}) + c_4LEV_{it} + c_5Growth_{it} + c_6Size_{it} + \varepsilon_{it} \quad (3)$$

在模型中，以第一大股东持股比例为例，若 ERP 使用年限与第一大股东持股的交乘项显著，且第一大股东持股与企业绩效没有显著关系，则说明第一大股东持股比例是纯调节变量，如果显著则第一大股东持股比例是半调节变量。

4. 实证分析

根据上文定义的 8 个变量和选取的三种不同的模型，选择 1998-2017 年间在中国沪深 A 股上市的物流类公司作为样本数据，利用实证分析的方法对于公司治理结构对 ERP 系统和企业绩效的关系的影响进行验证，并进行稳健性检验。

接下来本文就解释变量 ERP 为分组依据,把未实施 ERP 系统的公司和实施 ERP 系统的公司分为两个总体,使用独立双样本均值T检验的方式来检验本文的被解释变量、调节变量和控制变量是否在不同的分组内有明显的区别。结果如表 4 所示。

表 4 独立双样本均值T检验

变量	未实施组	未实施组均值	实施组	实施组均值	均值差异
Tobin's Q	644	0.993	687	1.058	-0.065**
Top1	644	0.420	687	0.435	-0.015*
PID	644	0.339	687	0.337	0.002
LEV	644	0.486	687	0.419	0.067***
Size	644	22.360	687	22.620	-0.262***
Growth	644	25.370	687	18.740	6.636
EI	644	0.132	687	0.003	0.129***

*10%水平上显著, **5%水平上显著 ***1%水平上显著

Tobin's Q 是托宾 Q 值; ERP 是 ERP 使用年限; Top1 是第一大股东持股比例; PID 是独立董事比例; EI 是股权激励; LEV 是资产负债率; Growth 是主营业务收入增长率; Size 是企业规模。

从独立双样本均值 T 检验表看出,未实施 ERP 系统的样本数量有 644 个,实施 ERP 系统的样本数量有 687 个,这两个分组在数量上的差异并不大。其中 LEV, Size, EI 的均值差异在 1% 的水平上显著。未实施 ERP 系统的分组的平均资产负债率 (LEV) 高于实施 ERP 系统的分组,说明未实施 ERP 系统的分组的负债占比更高;未实施 ERP 系统的分组的平均公司规模 (Size) 低于实施 ERP 系统的公司,这个可以理解,毕竟 ERP 系统实施的目的是用于管理一个企业所有的数据,并在需要时提供信息给需要的工作人员人员。企业的规模越大就更加需要 ERP 系统帮助他们高效地处理纷繁的信息;未实施 ERP 系统的分组的平均 EI 高于实施 ERP 系统的公司,EI 是个虚拟变量,说明股权激励在未实施 ERP 系统的公司更加普遍。

其中托宾 Q 和 Top1 分别在 5% 和 10% 的水平上显著。实施 ERP 系统的公司的平均的托宾 Q 值比未实施 ERP 系统的公司高,说明总体上来讲样本公司在实施 ERP 后能够对企业绩效产生积极的影响;实施 ERP 系统的公司的平均的 Top1 比未实施 ERP 系统的公司高,说明在实施 ERP 系统的公司里,第一大股东持股比例更高。

结果也发现 PID (独立董事比例) 和 Growth (公司成长性) 的 T 检验并不显著,说明在未实施 ERP 系统的公司和实施 ERP 系统的公司里,独立董事比例和公司成长性的差异并不明显。

总体而言,对于实施 ERP 系统与否的两个分组内,有五个指标是显著的,两个指标不显著,故本研究认为 ERP 系统的存在与否和这五个指标有关系。

4.1 多元回归分析

基于上述分析,4.1 部分利用模型一、模型二和模型三依次使用1998—2017年间中国沪 A 股的 109 家物流业上市公司的面板数据为样本进行分析,来检验提出的三个假设,回归结果见表 6。

利用第 3 章中提出的模型一来验证第一大股东持股比例对 ERP 系统与企业绩效关系的影响作用。第一步先做 ERP 与企业绩效的回归,第二步引入第一大股东持股比例与 ERP 的乘积项 (JC1) 为自变量,表 6 中 (1)、(2) 分别检验这 2 个过程。同理利用模型二来验证独立董事比例对 ERP 系统与企业绩效关系的影响作用。第一步先做 ERP 与企业绩效的回归,第二步引入 PID 与 ERP 的乘积项 (JC2) 为自变量,表 6 中 (1)、(3) 分别检验这 2 个过程。利用模

型三来验证股权激励对 ERP 系统与企业绩效关系的影响作用。第一步先做 ERP 与企业绩效的回归，第二步引入 EI 与 ERP 的乘积项 (JC3) 为自变量，表 6 中 (1)、(4) 分别检验这 2 个过程。

表 6 多元回归分析结果汇总

	(1)	(2)	(3)	(4)
ERP	0.033*** (3.720)	0.033** (2.590)	0.098** (2.29)	0.041** (2.030)
Top1		-0.265 (-0.880)		
JC1		0.182 (1.300)		
PID			1.644** (2.350)	
JC2			0.192** (2.190)	
EI				0.492*** (2.660)
JC3				0.125*** (3.970)
LEV	-0.214** (-2.160)	-0.218** (-2.110)	-0.220** (-2.190)	-0.207** (-2.110)
Size	-0.026 (-1.030)	-0.024 (-0.980)	-0.027 (-1.070)	-0.021 (-0.850)
Growth	0.038 (0.860)	0.039 (0.890)	0.037 (0.840)	0.036 (0.830)
常数项	1.581*** (2.780)	1.678*** (2.920)	2.162*** (2.980)	1.478** (2.570)
Year	Yes	Yes	Yes	Yes
N	1,331	1,331	1,331	1,331
R ²	0.018	0.019	0.019	0.013
F	35.170	44.650	51.340	33.190
DW的p	0.120	0.320	0.390	0.450

注：括号内是t值，*10%水平上显著，**5%水平上显著 ***1%水平上显著

Tobin's Q 是托宾 Q 值；ERP 是 ERP 使用年限；Top1 是第一大股东持股比例；PID 是独立董事比例；EI是股权激励；LEV 是资产负债率；Growth 是主营业务收入增长率；Size 是企业规模；JC1 是 ERP*Top1；JC2 是 ERP* PID；JC3 是 ERP*EI。

4. 1. 1 第一股东持股比例对ERP与企业绩效关系影响作用的回归分析

从表 6 回归结果可以看出，JC1 的系数为 0.182，但并不显著，而 TOP1 的系数为 -0.265，也并不显著，这就说明第一股东持股比例对 ERP 与企业绩效关系的调节作用不显著，假设1未得到支持。从回归结果上看，本研究使用第一股东持股比例作为调节变量，并没有对 ERP 与企业绩效的关系有显著调节作用。之所以会得到这个结果，Dyck and Zingale (2004) 通

过比较不同国家企业的控制权私有收益后指出，仅考虑企业内部治理因素时，随着控制性资源集聚规模的扩大，企业的控股股东出于自身利益的考虑，可能做出类似的决定，即在更大范围内分配企业的资源，制定并实施有利于提高自身利益的经营、投资等计划。也就是说，在企业的股权集中度达到一定比重时，企业的大股东可通过金字塔式的持股结构，形成一个金字塔式的控制链，以较小的代价获得较大的控制权，从而牟取企业控制权的私有收益。然而在考虑到制度、环境等外部因素后，尤其当企业处于激烈的竞争环境时，为企业的长远发展，大股东会自觉约束自身行为，减少对企业的“掏空”行为，从而使得股权集中对 ERP 实施活动向绩效转化效果的影响不显著。本文使用第一大股东持股比例来反映股权结构上缺乏合理性可能有所不妥，所以回归出来的效果没有像预期那样。

4.1.2 独立董事比例对 ERP 与企业绩效影响作用的回归分析

从表 6 可以看出，交互项 JC2 的系数为 0.192 且在 5% 的水平上是显著的，说明独立董事比例对 ERP 系统和企业绩效关系的影响是正向的调节作用，这与假设 2 不一致。造成这样的原因有可能是由以下两点原因造成的：第一，独立董事制度可以提高董事会的专业化决策水平，是加强内部监管、避免大股东内部控制导致的对中小股东的侵占的重要手段。独立董事作为制度安排利用其在董事会中的投票权通过监督职能降低代理成本，减少企业效率损失，进而提高企业绩效。第二，独立董事可以通过自身拥有的异质性人力资本以及社会网络资源嵌入社会网络为企业重要的战略资源提高企业的核心竞争力，获取稳定绩效。所以，无论是监督代理成本，还是嵌入社会资源，独立董事都将对企业最终的效率产生重要的积极影响。独立董事有意愿为企业的长期发展作出努力，所以对 ERP 系统的接纳能力也更加强烈（李伟、冒乔玲，2016）。

4.1.3 股权激励对 ERP 与企业绩效影响作用的回归分析

从表 6 的回归结果可以看出，股权激励这个虚拟变量与 ERP 的交互项的系数为 0.125，且在 1% 的水平上显著，这说明股权激励的存在对 ERP 系统和企业绩效的关系是正向的调节关系，假设 3 得到支持。委托代理模型说明股东和管理层的目标不一定是一致的。从长期来看，股东可能会采取建设 ERP 系统以求更高的收益。但由于 ERP 系统的耗费巨大，而且对管理层产生新的挑战，管理层可能并不愿意推动 ERP 的实施。而且从短期来看，ERP 的巨大耗资会减少当年的利润，这可能会引起部分股东对管理层的不满。上述的原因都会降低管理层采取 ERP 系统来提高公司绩效的可能性。为使管理层愿意投资 ERP 系统，最好的方式就是将股东和管理层的目标变为一致，其中比较有效的方法便是对管理层进行股权激励。将管理层与股东利益相挂钩，可以打开管理层的长期视野，使得管理层愿意投资 ERP 系统来增加长期的收益。

4.2 稳健性检验

为验证上述统计结果的可靠性，本研究采取变量替代法对上文中的回归结果进行稳健性检验。目前 ROE 被广泛应用与衡量企业绩效（娄阳、田晓菲，2017），故笔者从国泰安数据库中下载搜集相同时期的相关数据，采用回归分析得到结果见表7。

表 7 稳健性检验结果汇总表

	(1)	(2)	(3)	(4)
ERP	0.004*** (3.340)	0.007** (2.220)	0.329** (2.150)	0.005** (2.410)
Top1		-0.034 (-0.170)		
JC1		0.032		

		(0.340)		
PID			0.066**	
			(2.050)	
JC2			0.991**	
			(2.170)	
EI				0.004**
				(2.030)
JC3				0.101***
				(3.070)
LEV	0.021	0.022	0.025	0.021
	(0.490)	(0.510)	(0.580)	(0.490)
Size	0.006	0.006	0.007	0.006
	(0.41)	(0.400)	(0.430)	(0.410)
Growth	0.001	0.001	0.001	0.000
	(0.02)	(0.020)	(0.030)	(0.010)
常数项	-0.041	-0.025	-0.026	-0.044
	(-0.120)	(-0.070)	(-0.050)	(-0.130)
Year	yes	yes	yes	yes
N	1,331	1,331	1,331	1,331
R ²	0.016	0.017	0.018	0.017
F	44.310	34.130	54.340	55.130
DW的p	0.150	0.260	0.280	0.290

注：括号内是t值，*10%水平上显著，**5%水平上显著 ***1%水平上显著

ROE 是净资产报酬率；ERP 是 ERP 使用年限；Top1 是第一大股东持股比例；PID 是独立董事比例；EI 是股权激励；LEV 是资产负债率；Growth 是主营业务收入增长率；Size 是企业规模；JC1 是 ERP*Top1；JC2 是 ERP*PID；JC3 是 ERP*E。

从表 7 可以看出，使用 ROE 代表企业绩效与实证回归的结果基本相符，使用 ROE 衡量企业绩效的实证回归的结果与使用托宾 Q 值代表企业绩效的实证回归的结果基本一致，独立董事比例和管理层股权激励机制可以有效的促进企业 ERP 系统的实施，并通过显著性检验。而第一大股东持股比例的结果不显著，这与前文也保持一致性，可见第一大股东持股比例的效果在本文选取的物流业样本还不显著，希望后续的学者能够更加深入地研究。

5. 研究结论

自 ERP 系统问世以来，两个关键的问题就一直受到学者们和企业管理层的持续关注。一是实施 ERP 系统对企业绩效的影响。二是哪些因素影响 ERP 实施效果。从之前学者们的实证分析来看，实施 ERP 系统对企业绩效的影响有正面（Nicolaou, 2004；赵泉午等，2008；周晓华，2011等）有负面（饶艳超，2005；郑称德等，2008；孙健等，2017 等）。另外，关于哪些因素影响 ERP 系统的实施效果也比较复杂。因此，本文依国内外学者的研究成果的基础上，基于委托代理理论等相关理论实证分析公司治理对ERP系统和企业绩效关系的影响作用。从关键影响因素的角度出发，以托宾 Q 为基础形成的变量 Q 来衡量企业绩效作为因变量，回归分析包括第一大股东持股比例、独立董事比例和管理层股权激励在内的各种公司治理因素，得出的具体结论

如下:

(1) 第一股东持股比例对 ERP 系统和企业绩效关系的调节作用不显著。研究显示第一股东持股比例和 ERP 的交互项结果不显著,第一股东持股比例对 ERP 提升企业绩效的过程中并无显著调节作用。可能是由于企业所有权和经营权分离,而 ERP 实施对于企业绩效的影响关系,可能是决定于管理层,这与预测的结果并不一致。

(2) 独立董事比例对 ERP 系统和企业绩效的关系有正向调节作用,也就是说 ERP 系统对企业绩效的促进效果将随着独立董事的比例的增加而增强。无论是监督代理成本,还是嵌入社会资源,独立董事都可能对企业最终的效率产生重要的积极影响。而且独立董事可能为企业的长期发展做出努力,所以对 ERP 系统的接纳能力也更加强烈。

(3) 管理层股权激励对 ERP 系统和企业绩效的关系有正向调节关系,管理层持股与否这一虚拟变量是同质调节变量,管理层持股与否能通过影响 ERP 促进企业绩效的强度从而影响 ERP 系统与企业绩效的关系。这样的原因是基于委托代理理论。通过提供一部分股权给高级管理层,股权激励可以将公司的利益、股东利益和管理层利益三者牢牢地捆绑在一起。从此,高级管理层也是公司的股东之一,他们更愿意从长远的角度为公司考虑,而不是仅仅作为管理人员为眼前的业绩考虑。而且因为高级管理层拥有的部分股份让控股股东也减少监督成本,控股股东愿意相信高级管理层对公司着想的力度。因此,股权激励可以提高高级管理层从长远的角度上为公司利益着想,激励管理层实施 ERP 的主动积极性。

5.1 局限性

本文基于探索影响 ERP 实施效果的关键因素角度出发,从理论和实证上论述公司治理这一调节变量对 ERP 系统和企业绩效关系的影响作用,但还有以下不足:

首先,本文只研究第一股东持股比例,独立董事比例和股权激励这三个公司治理变量。因此衡量公司治理的角度可能不全面。未来还需对公司治理的其他角度进行深入研究,比如,高管中专业技术人员的比例。另外,本文也受到数据的可获得性的制约,只考虑股权激励的存在与否,而未更深入探讨管理层持股比例这一详细的数据。

最后,本文只针对物流业上市公司进行研究。研究对象还有拓展的空间。本文的研究结果是否具有普适性还有待更深入的研究。

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The Influence of Tour Leader's Affective Traits on Work Outcomes -Verify Mediating Effect of Emotional Burn out

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Abstract

The purpose of this study is to explore the relationship between the emotional characteristics of team leaders and their work. Group members' positive emotions, negative emotions, emotional exhaustion and travel satisfaction are related to these three dimensions. Effectively predicting emotional exhaustion is an intermediate variable. The importance of a tour leader personality should give the tourism industry more space to think about how to effectively achieve positive result, make suggestions to achieve emotional exhaustion and satisfaction-related operations for future recruitment, employment, evaluation and guidance. When selecting a tour leader, personality characteristics should be applied as a reference. In fact, it is impossible to sure understand the personality characteristics of the tour leader during the interview. It must be analyzed and evaluated in a scientific way. It can deeply play the role of positive emotions.

The results of this research can be used as a practical suggestion for recruitment, employment, assessment and counseling. 2. Provide a complete training and development plan. 3. Performance evaluation and incentives.

Keywords: Positive emotions, Negative emotions, Emotional exhaustion, Satisfaction

领队人员情感特质对团员旅游满意度之影响：以情绪耗竭为中介变项

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摘要

本研究采用 Cronbach's α 值来衡量各构面的一致性并用来检验衡量工具其正确与精确性。领队人员的正面情感特质、负面情感特质与情绪耗竭是否有显著的相关性存在。运用回归分析：提出的假设是否达显著水准，假设可否成立，以情绪耗竭为中介变项时，对领队人员的正面情感特质、负面情感特质是否达中介效果。经本研究显示领队人员的负面情感特质与情绪耗竭呈现显著正相关。领队的负面情感特质与团员满意度呈现显著的负相关。当情绪耗竭为中介变项时，领队人员的情绪耗竭对团员满意度呈现显著的负面影响。本研究结果在实务上建议可做为：一、做为招募、雇用、考核及辅导。二、提供完整的训练及发展计划。三、绩效评估与激励。

关键词：正面情感、负面情感、情绪耗竭、满意度

1. 绪论

1.1 研究背景与动机

因 2019 年新冠疫情影响 COVID-19, 出外旅游的人骤减; 之前任职于航空公司, 曾在机上载乘客往来不外乎是出外旅游、洽公、探亲等, 而出外旅游又占大宗。在机上所面对的乘客往往已是在情绪被影响的状态下上机了。而领队个人的性情及人格特质不是在家中要不就在到机场的途中交通影响, 再不就是让地勤划位或机场柜台直到登机前的各个关卡, 遑论心情的好坏, 都是短暂的时间影响, 即使在机上几小时的航程, 能被影响的情绪也是有限。特别在这疫情 (COVID-19) 期间, 无法出团旅游。所以在游客出外旅游的数日当中由陌生到熟悉, 性情的各项影响都被领队牵引, 所以领队的性情真是决定团员数日的情绪吗? 或是由于团员出游时的情绪已经不佳了, 藉由出外旅游的这些日子而改变原本不佳的心情, 进而改变了领队的心情, 这些种种的可能性都是影响领队与团员的心情, 遑论这些情绪是谁影响了谁, 或是谁被谁影响? 总而言之就是有人情绪被影响了。而领队受短暂情绪的影响, 但较不易改变的是领队个人的性情与个人特质。所以领队人员的正、负情感是否确实会受到个人成就、去人性化及情绪耗竭而改变了团员旅游满意度。

1.2 研究目的

基于上述的研究背景与研究动机, 本研究拟从文献探讨及采用不同的情绪类别及事项与不同的发生时间的相关实证研究, 来深入探讨领队与团员情绪表达与反应; 进而让旅游业能在一片红海中, 寻找其属于其本身的蓝海。因此本研究的目的包括:

探讨领队人员平时的正面性情强度与负面性情强度与其职业倦怠之关联性。探讨领队人员带团时, 所常遇之情绪劳务相关议题。探讨领队人员因情绪劳务造成之情绪耗竭、去人性化、个人成就是否会影响团员旅游满意度。

归纳出研究结果, 可作为日后业者针对不同的领队带团时情绪劳务而更明确寻找目标客户使其有限之资源能发挥至最大效果。

1.3 研究范围

本次的研究范围, 将以旅游团出团时当时的领队与旅行团员的情绪劳务与即将发生旅游商品之参与程度; 与同一团旅游团回程时领队与团员结束旅游商品时的情绪、情感表达及团员对该领队之满意度与领队对团员情绪劳务之影响。并造成该团团员是否有意愿再参加其旅游或愿为其口碑传播。

2. 文献回顾

2.1 领队定义之概念

2.1.1 法规面对领队的定义

依据「发展观光条例」(2003 年 06 月 11 日 修正) 第二条第十三项对领队人员定义为『指执行引导出国观光旅客团体旅游业务而收取报酬之服务人员』。多位学者对领队所下的定义在国外对领队之定义如下:

“所谓的领队于英文解释中可被定义如下: tour conductor “An employee of or contractor to a tour operator who accompanies and is in overall charge of a tour.” 或 “A member of a group taking a tour who is designated as that group’s leader and who might have played a key role in bringing the group together for the tour.”

参考相关网站 <http://www.hometravelagency.com/dictionary/tour-conductor.html>

在香港旅游业议会对领队的定义为：『领队是指由旅行团组团商派出，随团出发，并负责沿途照料团员的工作人员。』领队的主要职责：领队的主要职责由出发点集合时起，陪伴着团员，并安排畅顺的行程，直至旅程完成。范围包括：

- 协助团员办理出入境手续；
- 沿途在各方面照顾团员；

参考相关网站 <http://www.tichk.org/public/website/b5/index.html>

2.1.2 旅行行业理论与实务

第三版，李铭辉博士主编容继业着对领队之解释『根据旅行行业管理规则，领队为旅行行业组团出国时之随团人员，以处理团体安排之事宜，保障团员权益。』

2.2 性情的相关研究

2.2.1 情绪的定义

就本节所讨论之情绪先从情绪之定义而谈起，在丹尼尔高曼（Daniel Goleman）所著的「情绪智商」一书中，将情绪定义为「感觉、特定的想法、生理状态、心理状态、和相关的行为倾向」。也就是说，情绪所涵盖的范围包含了个人的感受、想法、和行为等三部份，也唯有这三部分都处于平衡状态才称得上是身心健康。情绪需要觉察和调节，而不是压抑、否定或任意放纵，因为任何情绪都需要适当的表达和管理，才能够达到宣泄效果而避免负面的作用。

在心理学字典中将情绪下了一个定义：是有机体的一种复杂状态，涉及身体各部份发生的变化；在心理上，它随伴着强烈的情感，以及想以某种特定方式去行动的冲动，由美国心理学家（Drever, 1952）提出。另情绪是虚构的起因，人们把通常应归因于行为的说成情绪作用，SkinnerB (1953) 这样解释。所谓情绪这个字眼，只是用来归类行为，指出行为与影响其出现机率的环境之间的关系。情绪是处于进行中乏操作行为的某些普遍变化与强化物 (reinforce) 之呈现或撤除之间的联结 (association)，Millenson(1967) 认为。情绪是根据我们的基本假设，链系个人与某种身体优先的标签。个人所描述的情感，则是认知因素及生理唤起 (physiological arousal)，Schachter (1970) 提出这样的学说。若以教育观点将情绪解释为一种认知的方式或评断。是个人判断某种状况愉快或不愉快，有利或有害后，才产生了情绪。...情绪与认知密不可分，我们必须先对引发情绪状况有所了解，才知道发生什么情绪，Peters (1970) 提出了看法。将情绪界定是：源于心理情境的一种骚乱状态。情绪似乎看成为不愉快的。情绪的概念，不仅适用于心理有所感的立即反应，也适用于持续一段时间的心理状态，如焦虑、敌意、爱、羞愧等 (Young, 1975)。

所以情绪是什么？感受 (affect)、情绪 (emotions) 及心情 (moods) 三者的不同；在 Robbins (1974) 已厘清分析情绪。而情绪是因某事物而发生的反应，并非特质。而心情刚好相反，它并不需针对任何事物。当你不再注意那些引发情绪反应的事物时，情绪转而成为心情。另一个与情绪有关，也渐渐受组织行为界重视的观念即为情绪劳动。工作过程中，每个员工在投入肢体及认知能力时，也正在施展其体能上及心智上的劳动；但总括起来，大多的工作都需要情绪劳动 (emotional labor)。譬如在人际互动时，员工就得展现组织所要的情绪出来。

2.2.2 性情

性情的定义人的任何心理活动都伴有一定的情绪。情绪正常，首先表现为「心情恬静」。恬者，乐而不忧，即心情愉快；静者，安而不躁，即情绪稳定。而个人的性情可说是个人的经验与感受。许多关于满意度的研究均是由个人的人格差异切入。而最常提出讨论的是负向性情与负向自评。性情因素对于满意度的可能影响，早在 Fisher (1931)、Hoppock (1935)、Smith (1955)、Locke (1976) 的研究中就被察觉。在发现个人如果有正面情绪，会对他们的工作感到愉悦，并稳定地持续很长时间，且不论工作是否有所转换，这时才方能支持性情因素会影响

工作满意度的假设, Bell (1986)。

Weiss & Cropanzano (1996) 认为情感可以区分为正面情感 (positive affect, PA) 及负面情感 (negative affect, NA), Cropanzano (1996)。

正面情感: 正面情感的特征是: 热情的 (enthusiasm)、具行动力的 (activity)、及机警的 (alertness)。早在 Rosenhan (1974) 就提出了这个概念。另主张, 正面情感会减少自我与其他人之间的心理距离, 因此较容易产生利社会行为 Organ (1983); 曾有学者也指出, 利社会的行为, 是当一个人正处于正面情感的情况下较容易发生, Clark (1982)。

负面情感: 负面情感的特征是: 生气 (anger)、厌恶 (disgust)、罪恶感 (guilt)、恐惧 (alertness)。而负面情感最早由Tellegen (1982) 所提出。有人认为心情 (mood) 意图的向度, 反映了普遍个体在负向情绪及自我观念上的不同, Waston (1982)所定义。

情绪的衡量: Mehrabian 与 Russell (1974) 发表环境心理模型 (简称M-R模型), 描述情绪状态的三个构面: 愉快 (Pleasant)、激发 (Arousing) 及支配 (Dominance); 这些情绪状态会在环境刺激下影响趋近 (Approach) 或逃避 (Avoidance) 行为。

这三个类似语义空间的基本情绪体验向度, 发展出一种测量情绪的语意差别法称为情绪三因子, 包括了18对双极形容词, 以三个向度来衡量情绪。

愉快因子: 快乐的、愉快的、满意的、满足的、充满希望的、放松的。

激发因子: 刺激的、兴奋的、疯狂的、紧张的、清醒的、唤起的。

支配因子: 控制的、支配的、有影响的、重要的、自主的、照料的。

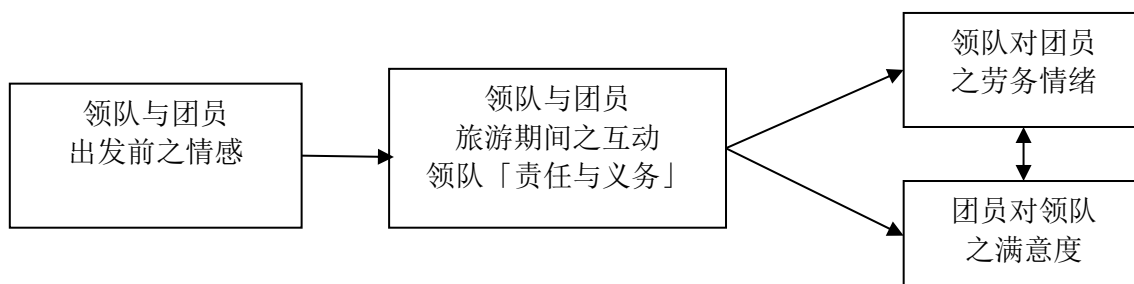
情感展现: 正面情感表达 (positive) 用来增加人与人之间的连系; 中立 (neutrality) 表达传达权威关系和地位; 负面 (negative) 表达用以恐吓或压制所属。正面情感表达建立热情, 负面情感表达支持规则, 中立展现公平和专业。

而正面情感, 可由日常事件或环境所引发的愉悦感 (Isen, 1991)。相反的负向情感, 则可定义为主观的不悦感, 涵盖了多种负面的心情状态 (Watson, 1988)。

情绪耗竭: 所谓情绪耗竭是指工作者缺乏意愿与精力, 感觉个人的情绪与生理上的枯竭与疲惫, 没有热诚而情绪很低落, (Maslach, 1982)。特别是经常与顾客面对或接触及互动时, 需要密集性与长时间的情绪展示等工作性质, 较易发生情绪耗竭 (Maslach, 1982)。此外, 学者指出情绪耗竭是因人际互动时发生超额情绪需要, 以导致耗尽精力的一种状态, 在工作上降低生产力, 为一种特定的压力反应, 因此常被视为工作倦怠 (burnout) 的主要成份, Saxton (1991)。

2.2.3 旅客满意度

本研究之研究对象为旅行团旅游出团领队所带团出游之团员在该团尚未出游前领队与团员之情绪至回程后领队与旅客对于该团出游的满意程度之分析调查与讨论; 并可以了解到领队人员情感特质其工作之影响。



图一 问卷发放研究概念图

在他们认为顾客（旅客 / 团员）正面态度包括相互弹性（体谅）、共同远景、对伙伴关系的共同感受、共同达成目标、相互影响、共同梦想、忠诚、相互满意、站在同一边。这也是从交换理论与对偶观点所探讨出商业友谊结构，Sharma (1999)。除此之外针对发展长久商业关系提出建言，「选择与你最相似的客户」，Beckwith (2001)。

表一 多位学者对于情绪及满意度的分析与说明

学者	观念模式
Oliver (1980)	研究目标来自：事前的期望、态度、购买意愿、失验；和事后满意度、态度、购买意愿之间的关系。
Fornell (1992)	指出消费者满意度可视为购前期望与购后知觉产品或服务绩效的函数，并认为知觉绩效比期望对消费者满意的影响更深，且更进一步结合消费者忠诚度乃为消费者满意、移转障碍 (Switching Barriers) (消费者转移购买所产生的昂贵代价)及诉怨 (Voice)(即抱怨-Complaint)函数的看法。
Oliva (1992)	Oliver 为了解顾客交易成本 (Customer-Transaction Costs)，满意度 (Satisfaction) 及购买忠诚 (Purchase Loyalty) 之间的关系，以使发展更精准的服务策略，使用剧变模式 (Catastrophe Model) 来描述消费者反应的服务忠诚度的界面，认为忠诚度与满意度之间的关系是非线性 (Nonlinear)，其关系在二个特定门坎 (Threshold) 若满意度高于某特定门坎时，忠诚度会陡直上升。相反的，若满意度低于某特定门坎时，忠诚度不会直线下降。而在两特定门坎间的忠诚度则相当平滑 (Flat)。
Oliver (1993)	Oliver (1993) 属性基础满意模式 (Attribute-Based Satisfaction Model) 认为满意度可视为正面情感 (Positive Affect)、负面情感 (Negative Affect)、产品属性满意度 (Attribute Satisfaction)、产品属性不满 (Attribute Dissatisfaction) 及失验的函数 (Disconfirmation)，而正面与负面情绪同时受属性满意与不满的影响，而正面情感可以用欢喜 (Joy) 与兴趣 (Interest) 两构面来描述，负面情感可用三个归因来源 (Attribution Sources) 来建构，且属性满意度可用外部 (External)、内部 (Internal)、情境 (Situational) 来描绘。

所以从此可以看出 Oliver 的认为属性基础满意模式，顾客对属性绩效的客观满意判断，是一种发自内心的心理实现反应。所以满意度的因素探讨若应用于实证研究将会对旅客是否愿意再回来参与该旅行团的再购意愿。

顾客满意度 (Customer Satisfaction) 定义：因不同学者所强调之重点不同，在界定上有所差异，但基本论点与看法有相似处。以范畴与性质两种角度来界定满意度：(1) 范畴：讨论满意度是针对特定交易的或是整体性的感觉，Spreng (1992)。(2) 性质：讨论满意度是认知评价的过程，或者对产品使用的情绪性反应，或者是一综合性评价。以下分别就范畴与性质的角度来说明顾客满意度之意涵。

以范畴来定义：以范畴来界定顾客满意度，学者提出「特定交易观点」与「累积交易观点」来解释顾客满意度，Anderson (1994)。一种特定交易的情绪性反应 Howard (1969); Oliver, (1981)，是一种以经验为基础的整体性态度 Fornell, (1992)。

以性质来定义：以性质来界定顾客满意度，过去学者多半采取「认知观点」、「情感观点」与「综合观点」。首先，从认知观点 (Cognitive)，首先将满意度应用于消费者理论，其认为顾客满意度是顾客购买某一产品所做的牺牲及得到的补偿是否适当的一种认知状态，Howard and Sheth (1969)。

旅客下决定是由一连串的过程，随着时间点之不同与不同的期望，累积的期望也会影响下次交易行为 (Roland, Rust & Jeffery, 1999) 所以我们得知，如果顾客对旅产品或服务的期望与事实产生差异时 (Disconfirmation)，购后行为将会改变。满意的顾客会透过其人际关系而加以宣传，为企业带来良好的口碑与企业形象，Anderson (1994) 所指出。后列学者认为口碑业顾客的短期与长期产品评价皆会产生很大的影响，尤其是当顾客在先前的使用经验中有失验的情况发生，此影响将会更加强烈，Bone (1995)。

「顾客满意度」是指顾客对所购买的制品和服务的满意程度，以及能够期待他们未来继续购

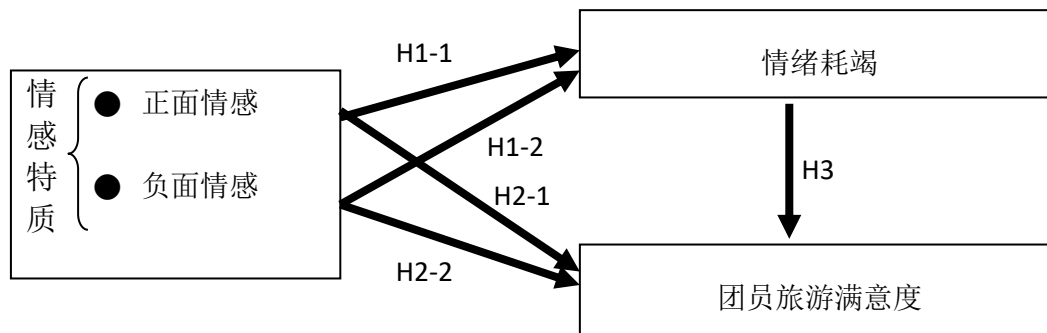
买的可能性谓之。

3. 研究设计与方法

3.1 研究架构与假设

本研究首先探讨领队人员情感特质包括（正面情感与负面情感）的构面，与情绪耗竭相对之团员旅游满意度之关联性。并设计合理的问卷与调查程序加以统计。

本研究之架构图如下：



图二 研究架构图

3.1.1 研究假设

领队人员的情感特质之正面情感、负面情感与情绪耗竭和团员旅游满意度之关联并推论下列假说是否成立。

H1-1: 领队的正面情感愈高，则情绪耗竭愈低。

H1-2: 领队的负面情感愈高，则情绪耗竭愈高。

H2-1: 领队的正面情感愈高，则团员旅游满意度愈高。

H2-2: 领队的负面情感愈高，则团员旅游满意度愈低。

H3: 领队的情绪耗竭对团员旅游满意呈负面影响。

本研究的问卷为衡量工具，操作型定义与衡量方法如下：

(1) 正向情感、负向情感

下列变项所使用之指系参考 Watson and Tellegen (1988)所发出的正向情感与负向情感性 (Panas) 来测量。正向情感表达所使用之指标系参考 (Grande, 2003)。衡量领队人员近一年自己对正、负向情感之知觉程度。领队人员正向情感与负向情感共 20 题，正向度共 10 题、负向度 10 题。并且使用李克特五等尺度衡量受测者(领队) 共分为：并无此感觉、稍微有此感觉、有些感觉、有相当感觉、有强烈感觉等程度。例题如：感兴趣的、热衷的、易怒的、忧伤的等。

(2.) 情绪耗竭

下列题项参考 Roderick and Peter 所提到之情绪耗竭相关内容。想了解领队在领队工作上的工作感受情绪耗竭之影响程度共 3 题。并且使用李克特五等尺度衡量受测者(领队)之同意程度共分为：非常不同意、不同意、普通、同意、非常同意等五项类别。例题如：我感到这工作要把我的情绪给榨干了、工作一天下来让我感到精疲力尽等。

(3) 旅游团团员对领队之服务满意度

领队人员服务表现系参考 Wang and Hsieh 2000 其研究中之领队人员服务要点由 Gotlieb (1994) 所改编自 Parasuraman (1988) 所发展 SERVQUAL instrument developed 后所编制领队表现共计 11 个题项。例题如：这位领队有依照游程契约规范正确执行领队工作、这位领队有专业的知识来响应我的问题等。

3.2 问卷设计与研究方法

3.2.1 问卷设计

领队问卷:

样本结构项目将包含基本数据:「性别」、「年龄」、「最高学历」、「婚姻状况」、「带团资历」、「领队身份」、「带团的年资」。

团员问卷:

样本结构项目将包含基本数据:「性别」、「年龄」、「最高学历」、「婚姻状况」、「出国旅游次数」、「一年出国旅游的次数」、「职业」、「个人每月所得」、「参与团旅行的同伴」、「每年旅游的花费」。

3.3 研究方法及统计分析方法

本研究主要以问卷调查为主,并收集相关文献与论文研究为辅。导出相关之理论与研究之结果。问卷发放以二种方式发放为主要研究母体

于 T 航机上(去程)实施发放问卷,以旅行团之领队与团员为主要发放对象,以去程时领队及团员在正式问卷填写前于问卷封页前先填写部份数据表格如下:

本研究问卷回收后,将所统计分析之方法与结果简述如下:

信度分析 (Reliability Analysis): 本研究运用 Cronbach's α 值来衡量各构面的一致性, Cronbach's α 值若小于 0.3,属于低信度,应予以拒绝;一般而言,信度只要到达 0.5 便可接受,较理想的情况则是大于 0.7 以上,则表示其信的很高。

皮尔森相关分析 (Pearson Correlation Analysis): 以皮尔森矩阵相关系数 (Pearson Product Moment correlation coefficient) 来检示各变量之间的相关性。领队的正面情感或负面情感与领队的情绪耗竭是否和团员旅游满意度有显着的相关性存在。

回归分析 (Regression Analysis): 预测情绪耗竭为中介变项,领队人员正面情感或负面情感对团员旅游满意度之调节的中介效果。

4. 研究结果

本研究主要以旅游市场中之东南亚旅行团、帛流及大陆旅行团为主,总计回收领队问卷计 84 团,有效 82 团,回收率 97.61%。旅客有效问卷共计 721 份。

4.1 回收样本分析与基本数据结构

领队人员之基本资料分析

依据回收之 84 团中有效问卷中,依据受访者个人基本资料之叙述性统计分析,其结构包含「性别」、「年龄」、「教育程度」、「婚姻状况」、「带团资历」、「执业身份」、「旅行社带团年资」。

4.2 量表之相关系数分析

表二 平均数、标准偏差与相关系数

变数	平均数	标准偏差	领队正面情感	领队负面情感	情绪耗竭	团员旅游满意度
领队正面情感	3.84	0.66	(0.918)			
领队负面情感	2.22	0.77	0.061	(0.924)		
情绪耗竭	2.38	0.79	-0.143	0.229(*)	(0.799)	
团员旅游满意度	3.87	0.38	0.105	-0.242(*)	-0.374(**)	(0.932)

注: 1、* 表在显着水平为 0.05 时(双尾),相关显着; **在显着水平为 0.01 时(双尾),相关显着。

2、对角线()为 Cronbach's α

3、计算出平均数、标准偏差、相关系数与信度时,完全排除的个数为 N=84。

「领队人员正面情感」与「团员旅游满意度」具有正相关，却与「情绪耗竭」为负相关。表示出领队人员当有正面情感时比较不易产生情绪耗竭，而相反的较能让「团员旅游满意度」呈现出正相关；而「领队人员的负面情感」与「情绪耗竭」也有显著水平的正相关；相关系数達 p 值達 0.05 之显著水平。其「领队人员的负面情感」也会使「团员旅游满意度」呈现出负相关，同时也呈现出显著水平 p 值達 0.05 之显著水平。表示出领队人员的情感特质为负面时，较容易造成领队人员的情绪耗竭，相反也不会让旅行团团员的旅游呈现出满意的状态。相对的当领队人员的「情绪耗竭」时也将与「团员旅游满意度」表现出具显著的负相关，且其相关性 p 值達 0.01 之显著水平。所以领队人员正面情感比较不易产生情绪耗竭，也比较容易让旅行团团员的旅游满意度提高；相反的领队人员的情感特质是负面情感时也较容易产生情绪耗竭，而且会具有显著水平，且不会让旅行团团的旅游满意度呈现出满意的状态，并让团员的旅游满意度呈现出负相关。

4.3 量表之回归分析

当以「领队人员正面情感」、「领队人员负面情感」为自变数，而「情绪耗竭」为依变量时，经回归分析结果发现：「领队人员正面情感」为自变量，而「情绪耗竭」为依变量虽然有线性关系存在，可是未達显著水平，即表示领队人员情感特质为正面时，比较不会使其产生情绪耗竭。相反的当「领队人员负面情感」为自变数，而「情绪耗竭」为依变量时，即表示有线性关系存在，且達显著水平（如表三）。即表示当领队人员情感特质为负面时，是较容易使其产生情绪耗竭。

表三 「领队人员正面情感」「领队人员负面情感」对「情绪耗竭」的回归分析检定表

自变数	Beta	t 值	显著性
领队人员正面情感	-0.162	-1.501	0.137
领队人员负面情感	0.239	2.212	0.030
R 平方		0.079	
F 值		3.384	

* $p < 0.05$, ** $p < 0.01$

当以「领队人员正面情感」、「领队人员负面情感」为自变数，而「团员旅游满意度」为依变量时，经回归分析结果发现：「领队人员正面情感」为自变数时，以「团员旅游满意度」为依变量时，回归分析结果虽未達显著水平，但有线性关系存在。即表示领队人员的情感特质为正面情感时，一般团员比较容易满足其被带团时的感觉，所以也比较会使得团员旅游满意度较高。反之则以「领队人员负面情感」为自变数时，「团员旅游满意度」为依变量时，也显示出领队人员情感特质为负面情感时，与团员旅游满意度也有线性关系存在，同时亦到達显著水平。如表四所示

表四 「领队人员正面情感」「领队人员负面情感」对「团员满意度」的回归分析检定表

自变数	Beta	t 值	显著性
领队人员正面情感	0.126	1.160	0.250
领队人员负面情感	-0.249	-2.297	0.024
R 平方		0.067	
F 值		1.576	

* $p < 0.05$, ** $p < 0.01$

根据表六显示，「情绪耗竭」与「团员满意度」经回归分析结果发现其关系呈现出显著水平， p 值 <0.01 ，当领队人员情绪耗竭后，团员的满意度则会愈显著之关系存在。

表五 「情绪耗竭」对「团员满意度」的回归分析检定表

自变数	Beta	t 值	显著性
情绪耗竭	-0.374	-3.654	0.000
R 平方		0.140	
F 值		13.351	

* $p < 0.05$, ** $p < 0.01$

当加入「情绪耗竭」为中介变项，与「领队人员正面情感」或「领队人员负面情感」为自变数，对「团员满意度」为依变数。经回归分析结果显示如表七，「领队人员正面情感」或「领队人员负面情感」对「团员满意度」皆未达显著水平，而「情绪耗竭」对「团员满意度」则有达显著水平。由此一回归方式中显示证明出情绪耗竭对旅行团团员旅游满意度之中介变项，具有中介效果。

表六 「领队人员正面情感」、「领队人员负面情感」与「情绪耗竭」对「团员满意度」的回归分析检定表

	Beta	t 值	显著性
领队人员正面情感	0.073	0.699	0.487
领队人员负面情感	-0.172	-1.613	0.111
情绪耗竭	-0.324	-3.015	0.003
R 平方		0.171	
F 值		5.353	

* $p < 0.05$, ** $p < 0.01$

5. 研究结果

经过研究推论与分析，本章将以研究结果进行讨论，说明验证之结果，第二节再将研究结果陈述做成结论，第三节就实务面提出相关建议，第四节将说明本研究之研究限制及后续之研究方向。

5.1 研究假设验证

影响领队人员情感特质与其工作会有其关联性，进而对「正面情感」、「负面情感」与「团员旅游满意度」相互间的关系。

5.1.1 领队人员的情感特质之「正面情感」、「负面情感」与「情绪耗竭」之关联性。

假设 1-1: 领队的正面情感愈高，则情绪耗竭愈低。

假设 1-2: 领队的负面情感愈高，则情绪耗竭愈高。

经由相关分析结果显示领队正面情感与情绪耗竭呈现负相关，再者 Clark and Isen (1982)也指出，利社会的行为，是当一个人正处于正面情感的情况下较容易发生。正面情感会激发助人行为，因为它增加了以前正向助人经验的记忆，给人们一种情绪上的优势（好处）和社会责任感，或是增加对人性的正向知觉。显示领队人员若带团时发生问题时较会用正向思考去面对问题也不容易产生情绪耗竭。领队人员负面情感与情绪耗竭呈正相关且有显著水平，即表示领队人员在带团时遇到挫折或问题时较易产生情绪耗竭。

因此本研究的假说 1-2 成立。

5.1.2 领队人员的情感特质之「正面情感」、「负面情感」与「团员满意度」之关联性。

假设 2-1: 领队的正面情感愈高，则旅客满意度愈高。

假设 2-2: 领队的负面情感愈高，则旅客满意度愈低。

经由相关分析结果显示，领队人员的正面情感愈高时，旅行团团员的满意度呈现正相关，表示领队人员在带团时其正面情感特质将会影响整个带团时的氛围，遇到问题时也较会以正面的态度去面对，同时亦会受到旅客较高的支持，在此虽呈现正相但并未达显著水平。另一假设领队的负面情感愈高时，则旅行团团员满意度愈低，在此由 2-2 假说成立衍伸出其旅客满意度相

对的会呈现负相关，且達显着水平，因为领队人员的情绪已经耗竭，无法再用积极正面的态度来面对旅客，相对的无法让旅客获得满意的服务，所以旅客满意度则会愈低。因此本研究的假说 2-2 成立。

5.1.3 领队人员的「情绪耗竭」对「团员满意度」之关联性。呈负面影响。

假说 H3：领队人员的「情绪耗竭」对「团员满意度」呈负面影响。

经由相关分析显示当领队人员的情绪耗竭时会与团员旅游满意度呈现负相关，且呈现显着水平。表示当领队人员的情感特质不管是正面情感或负面情感，一旦发生情绪耗竭时所面对团员时，所得到的团员旅游满意度响应，都会是负面的评价，所以此时对假说 3 领队人员的「情绪耗竭」对「团员满意度」呈负面影响，是可以被支持的。

因此本研究的假说 3 成立。

综合上述所陈将各假说成立与否列表如下：

表七 各假说成立与否列表

假设	假设内容	验证结果
假说 1-1	领队的正面情感愈高，则情绪耗竭愈低。	不成立
假说 1-2	领队的负面情感愈高，则情绪耗竭愈高。	成立
假说 2-1	领队的正面情感愈高，则团员旅游满意度愈高。	不成立
假说 2-2	领队的负面情感愈高，则团员旅游满意度愈低。	成立
假说 3	领队的情绪耗竭对团员旅游满意度呈负面影响。	成立

5.2 研究结论

本研究是以旅行社为基础，研究领队人员之情感特质的正面情感、负面情感与情绪耗竭对旅行团团员满意度的调查与探讨。不论领队人员之情感特质是正面情感或负面情感，一旦发生了情绪耗竭都会影响到旅客的满意度。

领队人员情感特质之在职教育

研究结果显示，旅行团团员对于领队服务之满意度与领队人员的情感特质有相当大的关系，即正面情感、负面情感，我们知道正面情感较不易产生情绪耗竭，相对的负面情感较易使领队产生情绪耗竭，所以应针对负面情感特质的领队施以在职教育，训练、绩效考核，使其正面情感特质强过负面情感特质，进而提升团员满意度及忠诚度。

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China and Thailand have current cultural exchanges and their Characteristics

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Abstract

As early as the Western Han Dynasty, China and Thailand relied on the advantages of similar territories to carry out a series of economic and cultural exchanges and accumulated corresponding experience. July 1, 1975 China and Thailand also formally established diplomatic relations, and expanding the field of cooperation, Economic and trade cooperation has achieved more obviously, The cross-penetration of humanistic ideas. In this regard, this article will also take the cultural exchanges between China and Thailand as an entry point, Analyzing the basic status quo of cultural exchanges between China and Thailand. And explore specific features, wish to bring certain references and enlightenment to related researchers, only for the purpose of involving others.

Keywords: China-Thailand exchange, Humanities, current situation, Basic Features

当前中泰人文交流及其特点

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摘要

早在西汉时期，中国与泰国就凭借领土相近的优势，展开了一系列的经济和文化交流，并且积累了相应的经验。1975年7月1日，中泰两国也正式建立外交关系，并拓展了合作的领域，经济贸易合作已经取得了较为明显的成效和进步，人文思想的交叉渗透也愈发明显。对此，本文也将以中泰人文交流为切入点，分析中泰人文交流的基本现状，并探讨具体的特色，希望能够给相关研究人员带来一定的参考和启示，仅作抛砖引玉之用。

关键词：中泰交流，人文往来，现状，基本特征

自 1975 年建立外交关系之后，中泰两国的联系始终较为紧密，而且关系的走向十分健康且稳定，两国之间的文化交流在厚重历史的引导下变得更加坚固，交流的形式十分多样，内容上也有了不一样的更新。这些年来，中泰两国文艺团体的互访和演出尤为密切，两国影视的翻拍也成为热门，教育和科技的合作，也支撑着两国经济的发展，语言文化的交流，也是两国人文互动的鲜明体现。以上这些，都进一步巩固了两国间的友好关系。

1. 基本概念界定

1.1 人文

“人文”一词最早出现在《易经》中，“刚柔交错，天文也。文明以止，人文也。观乎天文以察时变；观乎人文以化成天下”，这里的“人文”是指人类社会中各种文化现象的集合。“人文的范围很广，包括文化、艺术、历史、教育、哲学、美学、法学、社会学、心理学等，基本涵盖了文科的全部范围，只要跟人的活动有关，都可以囊括在内，包括了人的衣食住行及人的心理意识和思维活动。”人文强调的是“人”，要求尊重人、关爱人。人文即重视人的文化，它是一个非静止的概念。本文所指的“人文”具有广义的范畴，它是人们创造的优秀的、先进的、健康的文化与价值观念。

1.2 人文交流

人文交流的目的主要是通过外部宣传、外部展示等方式来促进人们的交流，达到坚守社会舆论基础的国家关系。与经济合作和政治交流相比，进行文化交流的人最具亲和力和影响力。人们和文化交流有各种各样的形式和内容。除了不同国家之间的交流之外，人文交流还包括人们在不同地区和不同国籍之间与人们交流。人们和文化交流的对象不是双向的相互作用，而是单向的输出。在人与人交流的过程中，需要平衡输出和输入。

人文交流正如文字所示，意味着人们之间的意识形态和文化交流，而这种交流可以触动人们的思想，进而可能影响政府的决定。人们和文化交流的基础是不同人之间的理解和支持。为了达到相互理解、相互吸收、共同进步的目的，两种不同文化之间各自社会文化现象相互表示和授予。大家提倡的人和文化交流的人涵盖了广泛的内容丰富的领域。如，高层次的咨询机制，针对中国和泰国人民的文化交流，经过几轮的协商，人们目前正在接受教育、文化、年轻人、科学技术、女性、体育、健康等领域的交流栏。人与人之间的文化交流，是用优秀、先进、健康的文化和价值创造的，是一种跨时代的相互作用和交流。其目的是促进不同国家的人们之间的交流和交流。

2. 中泰人文交流现状

2.1 文艺方面

文艺团体的互访和演出向来是中泰两国交往的重要形式，无论是合唱团，歌舞团还是戏剧团，都在不同的领土上绽放了绚烂的色彩。截止 2019 年，中国派出赴泰演出的各种艺术团体多达上千个，来自本土的不同地域。早在 2005 年，中国文化部和泰国文化部就在曼谷共同举办了春节文化周，彼时，中国文化部副部长常克仁，也率领百余人大型艺术团赴泰访问，参加文化周的各种活动，表演了精彩的歌舞节目，并且在表演告一段落之后，还访问普吉等海啸灾区，进行慰问演出，受到了泰国人民的欢迎和认可。在这其中，中泰一家亲是尤为具有代表性的文化交流项目，在两国建交 30 周年的时候，泰国公主也亲自参与了中泰一家亲音乐会的筹办，并在两国分别进行了演出。除此之外，国务院侨务办公室也组派亚洲艺术团到两国进行文化交流。除了宏观上的官方引导，中泰两国民间团体的往来也尤为密切，例如音乐节和书画展览等等。

2.2 影视方面

除了基本的文艺演出之外，中泰两国的交往也逐渐延伸到其他的领域，影视剧的沟通也在近些年来成为两国人民互动的重要形式。在历史上，包括泰国在内的东南亚地区都或多或少的受到中国文化的影响，泰国王室和华人社会，都在历史上肯定了中国文化。现阶段，中国许多优秀的影视剧也被翻拍介绍到泰国，例如《三国演义》、《上海滩》等经典电视剧，都在泰国电视台的黄金时段播出。同时，《还珠格格》、《流星花园》也深受泰国人民的喜爱，后者更是掀起了泰国偶像剧的流行风潮，并且也都被安排在播出的黄金时段。而后，众多中国偶像剧都活跃于泰国的荧屏之上。2019年，青春片《匆匆那年》也在泰国被翻拍，然后上映，这就充分展示了中泰两国文化的交相辉映。除了本土电视剧的输出以外，泰国的优秀影视也被引进到中国，吸引了越来越多的中国观众，例如《天使之争》、《以你的心诠释我的爱》、《浪漫满屋》等等。^[7]并且，许多优秀的泰国演员，也曾经到中国本土参加首映会。也就是说，中泰两国通过影片这一交流形式，互相展现了彼此的人文风貌和民俗风情。

2.3 教育方面

教育是中泰文化往来的重要领域，在整个人文交流中所占的比重尤为突出，近些年来已经取得了明显的进步，涉及到留学生教育，语言学习推广，合作办学，研究机构等多个方面。在这其中，留学生的互派是教育沟通的重要形式。两国的地理位置相对邻近，而且都属于亚洲，在文化发展上也具有一定的相似性，泰国就曾经派遣留学生到中国云南师范大学、昆明理工大学等学校学习，而泰国本身也成为许多中国留学生选择的重要之地，中国是赴泰留学人数最多的国家。在这一态势的引导下，泰国也掀起了学习中文的热潮。（张照天，2017）

2.4 科技方面

伴随着中国科技实力的快速提升，泰国对于国际科技合作的重视，中泰两国在科技方面展开了众多合作。1978年，双方签订了《科技合作协定》，广泛的科技合作项目向多个领域展开。中泰双方的科技合作有科技人员的交流培训、共建实验室、建设科技园区、技术咨询等方式，科技合作的项目诸多，有农业、林业、轻工业、制造业、医疗卫生等。目前不断向海洋和环境领域保护、电子信息、人工智能、生物技术等领域延伸，特别是近年来中国高铁建设的迅猛发展及世界领先的高铁建设水平，双方就高铁建设开展了交流合作，中国派出科技人员指导协助泰方项目的建设，双方就基础设施建设交换意见等。现如今，在“一带一路”的倡议下，中泰两国的科技合作又增添了新的动力。2018年12月18日，“一带一路”合作研究中心在泰国的曼谷成立，这是由泰国国家研究理事会和中国人民大学共同建立的，是推动中泰研究项目合作的重要机构。“作为一家国家级高端智库，合作研究中心将通过人员交流、研究项目合作和机构间共同活动，促进中泰中国智库交流和沟通，助力‘一带一路’项目对接与落地”。此项目合作机构的建立将进一步推动中泰两国之间科技领域的交流合作，双方在科技方面开展更加有效实质性的沟通与分享更多的成果。（鲁涓涓，2019）

2.5 旅游方面

中国和泰国是友好的邻邦，两国关系在1975年建交后进入了新的发展阶段，文化交流日益深层次化，中泰两国人民为了亲身体验彼此国家的风俗人情，越来越多的人选择双方作为旅游之地。泰国属于热带季风气候，拥有迷人的自然景观，大象、海洋、沙滩、阳光令人向往，闻名世界吸引着众多的中国游客。为了便于两国人民的往来，中泰两国政府协商通过放开两国居民旅游的签证要求，实现落地签。2019年2月15日泰国电子签证系统在北京启动，想要去泰国的中国游客可以随时随地在线申请办理泰国签证，十分方便。近年来越来越多的中国人民到泰国旅行，2019年8月4日在成都举行的“2019微博旅游影响力论坛”，泰国入选2019最值得期待的热门出境旅游目的地。同样，泰国民众也把中国作为旅游的目的地，据中华人民共和国文化和旅游部2018年上半年旅游经济数据显示，“上半年，按入境人数排序，中国要客源市场前

17 位国家如下：缅甸、越南、韩国、日本、美国、俄罗斯、蒙古国、马来西亚、菲律宾、新加坡、加拿大、印度、泰国、澳大利亚、印度尼西亚、德国、英国”。从数据报告可以看到泰国位列第 13 位，是中国旅游客源的主要市场。两国人民的往来，推动了中泰双方旅游经济的发展，也加深了对彼此文化风俗的了解。

3. 分析中泰人文交流的基本特点

3.1 友好尊重

相互尊重，友好交往是中泰人文交流最重要的前提和基础，两国文化都具有爱好和平的特性，所以中泰关系已成为大国和小国友好相处的典范。“和”是中华文化最有代表性的特征，中国人民一直热爱和平。但近代以来中国长期受到列强欺凌，人民生活在水深火热之中，中国人民能深刻体会被奴役的痛苦，所以中国一直坚决反对国际政治中以大欺小、以强凌弱，反对一切霸权主义和强权政治。建国以后，中国奉行独立自主的外交政策，和平友好、相互包容、相互尊重一直是中国与其他国家交往时奉行的原则。

泰国是佛教国家，其国民大部分为佛教徒，性情温和，佛教使人向善，所以泰国人民大多具“真·善·美”的品质，泰国社会包容度高，人民也向往平静、安宁的生活环境。中泰两个民族和平、友好、宽容的民族性是两国长期友好交往的民族性基础。中泰建交之初，双方就明确了和平友好、相互尊重的主基调。在国际关系领域，中国主张国家不分大小一律平等，坚持互相尊重主权和领土完整、互不侵犯、互不干涉内政、平等互利、和平共处的和平共处五项原则。

泰国相比中国虽然是小国，但中国在与泰国交往的过程中从不展现出大国盛气凌人的姿态，从不把自己的意志强加给泰国，总是平等相待，理性看待双方的不同，这种同泰国打交道的方式受到泰国各界的欢迎。中国一贯本着互不干涉内政的原则，这在中泰关系上就能体现。泰国经常发生军事政变，政府更迭频繁，国际上一些国家总拿泰国政变做文章，但是中国从不插手泰国内部事务，中国认为泰国政府更迭是泰国人民的选择，其他国家无权干涉。每当泰国发生政变，中国会积极与泰国新政府建立友好关系，所以虽然泰国政局经常变换，但一直都没有影响中泰两国之间的友好关系，对华友好已成了泰国各阶层的共识。自建交以来，两国在和平共处五项原则的基础上求同存异，以双方人民的根本利益为出发点，协商合作，政治互信一直保持在高水平。中泰关系堪称中国与周边国家睦邻友好合作的典范，泰国也为东盟其他国家发展对华关系提供了借鉴。

3.2 政府推动

泰国的历任总理、国会主席和军队领导人都访问过中国。现任国王哇集拉隆功在担任王储的时候也访问过中国，还有诗丽吉王后、诗琳通公主、朱拉蓬公主等王室成员都先后访华。其中，诗琳通公主更是被称为“中泰友好的使者”，她毕生致力于中泰文化交流事业，在两国人民心中享有盛誉。诗琳通公主是已故普密蓬国王的女儿，她非常喜爱中国文化，多次访问中国。1981 年 5 月，诗琳通公主第一次访华，成为泰国王室成员访华的第一人。截止 2012 年，她已经累计访问中国 33 次，足迹遍及中国大陆所有省份，她还曾多次到访中国灾区以及中西部等落后地区，积极捐款救助中国贫困学生。她把自己访问中国的心得记录下来，累计出版了《踏访龙的国土》、《平沙万里行》、《蝴蝶》、《神韵闪耀》等十几本著作和译作，让泰国人通过这些作品了解中国的历史文化、风土人情、名胜古迹，推动了泰国人民学习汉语和中国文化的热情。为了表彰诗琳通公主在推动中泰文化交流事业的贡献，2000 年，中国教育部授予诗琳通公主“中国语言文化友谊奖。”2001 年，中国作家协会和中华文学基金会又授予她“理解与友谊国际文学奖”，2009 年，中国网民评选出了十名百年来对中国贡献最大、最受中国人民爱戴以及和中国

缘分最深的国际友人，诗琳通公主当之无愧入选“中国缘·十大国际友人”。（邓玉兰，2015）

3.3 华人助推

华侨华人在中泰人文交流过程中发挥了重要的作用，泰国是对华人最友好的东南亚国家，历史上从来没有发生过排华运动。在泰国的华人已经很好地融入了泰国社会，真正形成了泰族华族你中有我，我中有你，血浓于水的一家人。官方统计，泰国的华人数量约为 718 万，在东南亚仅次于印尼排名第二。但实际上，泰国真正有多少华人已经难以统计，因为泰族和华人已经完全融和了，很多泰国人都具有华人血统，泰国总理他信、阿披实、英拉等都是具有华人血统的泰国政治家。长期以来泰国华人积极融入泰国社会，他们跟泰国人民和谐相处，一起努力建设家园，有力地推动了泰国社会经济发展、文化繁荣，受到泰国政府、皇室、普通民众和主流媒体的高度认可。泰国华人聪明、勤劳，他们经商诚实守信，受到泰国人民的称赞，因此泰国华商势力发展很大，华商经济分布广泛，实力雄厚，华商已经成为泰国民族经济重要的支柱。泰国华商非常关心中泰人文交流，他们为中泰人文交流活动提供资金支持，在中国捐资修建学校、医院帮助落后地区的人们就学、就医。（潘少红，2008）

泰国华人具备跨文化沟通的优势，在中泰人文交流中一直走在前列，他们通过华社、文化论坛、夏冬令营等方式成为民间人文交流的主体。泰国存在很多华人社团，这些社团有经济、文化、亲缘等不同类型，但是有一点是相同的，就是成员都是华人或华裔，大部分会说汉语和泰语，他们继承了中国人的优秀品质和传统文化，在泰华人通过华人社团的群体力量在泰国社会中产生了群体效应，在与泰国人的商业、生活、社会等接触过程中传播中华文化，促进中泰交流。泰国华人青年商会是代表性的青年华人社团，其宗旨是推动中泰两国文化交流和经贸往来，其成员很多都是从中国来泰国的新移民，他们跟中国本土保持了密切的联系，商会为成员提供求学就业等各方面的帮助，成为中泰两国青年交流的桥梁。此外，在泰国的华人热衷于举办文化论坛等活动传播中国文化，这些论坛很多成为泰国人学习汉语和了解中国文化的平台，凭借着语言和文化优势，泰国华人今后在中泰人文交流中的纽带作用会不断增强。（徐武林，2009）

中国的华侨大学是一所招收海外华人子女来华学习的高等学府，学校在华文教育和传播中华文化方面具有独特的优势，其每年举办的海外华裔青少年“寻根之旅”夏冬令营在泰国华人当中很有影响力，许多泰国华裔青少年参加了夏冬令营后都表示加深了对祖国文化的了解，更加热爱中国了。

3.4 影媒宣传

泰国民众对中国历史文化题材的书籍非常喜爱，中国的四大名著都被翻译成泰文在泰国出版，长期位列热销榜单中。《三国演义》、《水浒传》、《红楼梦》、《西游记》等被翻拍的电视剧也被引被进泰国，受到泰国男女老幼等各年龄段观众的欢迎。进入 21 世纪以来，中泰在大众传媒等方面的人文交流不断扩展，再加上互联网技术的推动，电视电影制作水平的提高，影视传媒已经成为中泰人文交流一大亮点。泰国经常会举办中国的电影周、影视艺术节等，一大批中国优秀剧目都会呈现到泰国观众的眼前。最近几年，中国国产影视剧风靡泰国，《甄嬛传》、《武媚娘传奇》、《孔子》、《建国大业》、《非诚勿扰》等影视剧在泰国掀起了一股“中国影视剧热”，中国的一些影星也被泰国观众所熟知。通过这些影视剧泰国观众对当代中国的了解不断加深，有些人还特意去中国旅行，亲自参观中国影片的取景地。（黄汉坤，2007）

中国影视剧在泰国热播的同时，泰剧也风靡中国。泰剧引领的“泰流”成为继“韩流”、“日流”之后又一席卷中国的时尚潮流。中国央视电视剧频道的“海外剧场”栏目在黄金时间先后播出了《漫天繁星》、《伤痕我心》、《凤凰血》、《卧底警花》、《甜心巧克力》、《天使之争》等泰国影视剧，引发中国观众的“追剧”热潮。泰剧以大胆的幻想，独特的创意，满足了中国观众对日益僵化韩剧、日剧逐渐挑剔的胃口。中国青少年观众因为《初恋这件小事》、《暹罗之恋》、《初三大四我爱你》等泰国青春偶像剧，认识了马里奥·毛瑞尔、杰西达邦、提拉德·翁坡帕

等泰国当红明星，他们在中国拥有了一大批粉丝。

中国著名编剧侯露说，泰剧在中国的热播反映了中泰两国文化具有同源性，在长期的交流中又相互渗透，互相影响，最后形成了大的文化圈。泰剧展现的正义、道德、善良、和睦、宽容能让中国观众产生共鸣。泰剧里的异域风情更是成为吸引中国观众的手段之一。

4. 中泰人文交流的基础

4.1 政治方面

1975 年中华人民共和国与泰国正式建交以来，两国关系保持健康稳定发展。两国在地区事务上积极配合，建立了深厚的政治友谊。冷战结束后，两国进行了频繁的高层交往。1999 年 2 月 5 日时任中国外长唐家璇访问泰国，与时任泰国外长苏林·披苏旺签署了《中泰关于二十一世纪合作计划的联合声明》，这份战略性文件规划了 21 世纪中泰在政治、经济、军事、科技、教育等方面的合作。

2001 年，他信·西那瓦就任泰国总理，中泰建立了“战略合作伙伴关系”。2003 年刚就任中国国家主席不久的胡锦涛访问泰国，并出席亚太经合组织曼谷峰会。2007 年时任泰国总理素拉育访问中国，两国签署了《中泰战略合作共同行动计划》，这是指导中泰关系的第二份战略性文件，它深化了中泰合作并且对中国与整个东南亚国家关系都有积极作用。

2012 年泰国总理英拉访问中国，期间两国签署了多个合作协议，发表了联合声明，中泰建立了全面战略伙伴关系。2013 年李克强总理访问泰国，访泰期间李总理在泰国国会发表题为《让中泰友好之花结出新硕果》的演讲，反响强烈。此外，两国又共同发表了《中泰关系发展愿景规划》，为双边关系在新时期的发展做出了规划。

2014 年泰国总理巴育访华，习近平主席与他会谈时表示，“中泰合作对于中国和东盟国家合作具有示范效应，两国要加强在各个领域的合作，发挥好中泰合作的引领和示范作用，促进区域互联互通。中泰要积极推进人文、教育、科技交流，让中泰传统友谊再上一个新台阶。”巴育总理则表示，“泰国支持中国提出的共建“21 世纪海上丝绸之路”的倡议，愿意深化中泰在铁路、通信、旅游等方面的合作，促进区域互联互通，争取最终建立亚太自由贸易区。”高层的频繁交往加深了中泰两国的政治互信，有力保证了两国关系向着持续稳定的轨道发展。与此同时，泰国国王和王室也在发展中泰关系中发挥了不可替代的积极作用。诗琳通公主是泰国王室成员访华的第一人，也是访华次数最多的王室成员，被誉为“中泰关系的友好使者”。

良好的政治关系是人文交流最重要的基础，建交以来中泰人文交流跟两国政治关系的发展同步进行，建立了从中央到地方，从官方到民间的多层次人文交流机制，密切的人文交流反过来又促进两国政治关系的发展。

（二）经济方面

中泰建交之初的 1975 年，两国的贸易额仅有 2500 万美元，但是经过 40 多年的发展，2016 年两国贸易额达到 658.3 亿美元，是建交初的 2600 多倍。尤其是在冷战结束后，两国都把发展经济放在首要位置，实行对外开放的市场经济，在政治互信的基础上努力扩大经贸往来。2013 年，中国已成为泰国最大的贸易伙伴、第二大出口市场和第一大进口来源国。

两国贸易具有较强的互补性，两国贸易经历了农产品贸易到工业产品贸易再到服务贸易发展的历程。近些年来，随着中国经济持续向好和国内文化产业发展，文化产品在两泰贸易中的比重也在不断加大。2017 年中国 GDP 约为 13 万亿美元，排名世界第二，人均 GDP 也达到约 9500 美元，中国出现了庞大的有条件出境游的中产阶级。而泰国凭借着旅游资源丰富，消费水平较低，签证手续便利、华人众多，人文环境熟悉等优势，一直以来成为中国游客出境游的首选目的地。中泰两国地理位置较近，无论从水路、陆路还是航空均可到达，中国大部分

省会城市都有直飞泰国的航班，交通的便利更加方便了去泰国旅游的中国游客。此外，泰国相关旅游部门还经常去北京、上海、广州等中国城市举办旅游推介会，吸引中国游客赴泰旅游。目前，中国已经成为泰国第一大旅游客源国，泰国也成为东盟国家中最受中国游客喜爱的旅游目的地。中泰旅游交流成为中泰人文交流中发展最快的部分。（田渝，2007）

4.3 文化方面

泰国的文化源头来自于西边的印度和东边的中国，中国文化长期以来对泰国影响深远，两国人民在文化和价值观上也存在着相似性，这也许是中泰人文交流开展比较好的原因之一。厦门大学庄国土教授认为文化的核心是基于信仰基础上的价值观，宗教和信仰几乎总是位于文化的核心。

中泰两国多数人民都信奉佛教，在信仰上具有一致性。佛教传入中国的时间大约是在公元前前后，其后在中国两千多年的历史里，一些朝代曾经数次上演“兴佛”、“灭佛”的剧本，但是纵观整个中国历史，在大多数时间里佛教还是受到统治者的推崇。佛教与中国本土宗教如儒教和道教相互影响，共同塑造了中国的宗教哲学。佛教虽然没有发源于中国，但长期以来一直是中国第一大宗教。无论是普通民众还是社会的精英阶层都有很多人认可佛教，在中国，寺院庙宇遍布全国就能看出佛教的影响力。五台山、普陀山、九华山、峨眉山是中国著名的四大佛教道场，每年都有无数虔诚的佛教徒去参拜。漂洋过海的中国人对佛教的尊崇也没有丢，在海外一些华人社区都可以看到庙宇和佛像。佛教真善美的理念深入了中国人的心中，塑造了中国人特别是汉族人民善良、友好、热情的民族性。（倪虹，2013）

对泰国来说佛教更是泰国的国教，全国 95% 以上的人口都是佛教徒，泰国也被称为“黄袍佛国”，在佛教思想的感召下，泰国人民普遍向善，对外来人热情友好，对外来文化也非常宽容，泰国历史上从来没有发生过对异教徒的迫害，也没有像东南亚其他国家一样经常发生排华运动。

虽然泰国人信奉的佛教是小乘佛教和中国人所信奉的大乘佛教有一些仪式上的不同，但是本质上两者的教义一致。在世界历史上，不同民族间因为宗教差异发生战争的例子比比皆是，但中泰从来没有因为宗教问题发生过分歧。无论是两国的高层统治者还是底层的民众都相互理解，两国人民在核心价值观上都具有高度的相似性，这也是为什么泰国华人能较好地融入泰国社会的重要原因之一。

4.4 社会方面

患难见真情，在自然灾害面前最能体现“中泰一家亲”的深切含义。近些年来，中泰两国人民在面对重大灾害时同舟共济、守望相助。泰国有一个非常偏远的小渔村，村民们曾在 2004 年印度洋大海啸中得到过中国的援助，他们对此心怀感激。2008 年，当得知中国汶川发生大地震后，村民们第一时间就组织募捐，向中国灾区人民伸出援助之手。这个恩德相报的故事是中泰友好的一个生动缩影。2015 年与泰国相邻的中国云南鲁甸地区发生地震灾害，泰国政府和泰国王室第一时间向灾区人民表达慰问并为灾区捐款，泰国各界人士也积极伸出援手，充分体现了两国人民的友好情谊。

中泰友好已深入到社会的各个方面。2003 年，一对来自中国的大熊猫在泰国清迈安家落户。2009 年，这对大熊猫的幼仔“林冰”出生，成为中泰友好的结晶。“林冰”长大后，泰国方面又安排他回国“相亲”，在泰国各界 200 多位朋友的陪同下回到中国家乡，场面令人感动。

泰国新一代的青少年非常热衷于学习汉语和中国文化。中国对于泰国的汉语教学提供了很大帮助，建立了多所孔子学院，中国教育部和国家汉办每年还派出大量汉语教师和志愿者赴泰国进行汉语教学。泰国诗琳通公主曾对此专门表示感谢，并为孔子学院题词“任重道远”，对中国汉语志愿者和教师的投入和奉献表示赞赏。她对汉语加深中泰两国人民的传统友谊感到欣慰，希望孔子学院越办越好，教会更多的泰国人汉语。

5. 中泰人文交流的障碍

5.1 泰国政府度中国的态度

中泰友好是两国关系的主流，但是近年来随着中国国力的迅速增长，中泰铁路项目进展不顺，以及大量中国游客到泰国带来的各种问题，中泰关系出现了一些“支流”。据一些长期旅居在泰国的华侨反映，这些年泰国人对中国人的态度不像以前那么友好，甚至比较反感。以前泰国人都非常欢迎中国游客，而现在态度相对来说冷淡很多；很多泰国人私下表示并不喜欢中国人，更喜欢日本人；以前每当泰国举行选举，一些有华人血统的候选人都会说自己是中国人的后代，并以此作为竞选的优势，而现在这种情况基本上看不到了。

综合泰国国内媒体的报道来看，泰国人对中国人的反感表现在以下几个方面。第一，担心泰国会被中国人“占领”。近年来，中国人大量涌入泰国，泰国街头到处是中国人的身影，乍一看仿佛是身在中国。泰国很多城市都有中国城，这是中国人聚集的主要区域，随着来泰国的中国人越来越多，中国城的规模不断扩大，当地市民担心如果发展下去整个城市早晚都会变成中国城了。第二，担心中国人抢了泰国人的饭碗。一些中国人为了能留在泰国工作生活，想方设法获得泰国的居留许可。有的通过和泰国人办理假结婚手续，获得居留权，有的通过购买假身份证漂白身份留在泰国，还有的就是通过假留学手续获得留学生身份留在泰国。这些留在泰国的中国人在就业市场上跟泰国人存在着竞争关系，让泰国人感到压力。第三，中国人在泰国名声不太好。中国人在泰国经商，有时表现得唯利是图，如卖假货或缺斤少两，这些不诚信的行为让泰国人对中国人和中国产品缺乏信任，尤其是中国生产的食品，泰国至今不进口中国食品就是证明。此外，中国人还把国内的陋习带到泰国，比如随地吐痰、大声喧哗、插队等，都引起泰国人的反感。有些泰国民众希望政府能限制中国游客的数量，但政府回复说需要中国游客的消费来刺激泰国经济发展，因此要民众“隐忍”中国游客的一些不好的习惯。这反应了泰国政府和民间对扩大与中国人文化交流活动的矛盾心理。（邱会珍，2016）

泰国人近些年来对中国表现出反感的态度，背后有一些原因。第一，媒体报道出现偏差造成误解。2013年习近平主席提出建设“丝绸之路经济带”和“21世纪海上丝绸之路”的倡议，引起国内外媒体的广泛关注。一时间“一带一路”成为最热门的词汇，大量涉及“一带一路”的报道铺天盖地的出现在各种媒体的报道里。一些中国的媒体人没有注意区分概念，将“一带一路”倡议直接说成是“一带一路”战略，而其他媒体也没有意识到这点就跟着转载，殊不知“倡议”和“战略”这两个词有着本质的不同，“倡议”相当于是提出一个好的建议号召各国一起行动，共同发展，带有利他性。而“战略”是一国从自身利益出发为实现某种目的而采用的规划，带有利己性。“战”指“战争”，“略”指“谋略”，因此“战略”一般与军事意图联系在一起。^[24]中国国内媒体和民众可能觉得“倡议”和“战略”这两个词的意思区别不大，可以混用，但中国以外的国家尤其是周边国家会对“战略”这个词极其敏感，他们会想中国是不是要把周边国家纳入中国构建的政治军事体系里，成为中国与其他大国博弈的棋子。泰国作为与中国关系密切的周边国家同样会有这样的疑虑。在地缘政治中，处在大国周边的国家本身就有一种天然的恐惧心态，正所谓“伴君如伴虎”，尽管中国一再强调是和平崛起，但也很难从根本上消除周边国家对中国的天然恐惧感，如果中国媒体报道“一带一路”时再用“战略”这个词就会更加深周边国家对中国的忧虑，不利于中国与周边国家关系的发展。

第二，一些中国人在泰国的行为引起不满。据泰国主流媒体《泰叻报》报道，截止2016年年底，赴泰国的中国游客达到870万人，相比2015年大幅增加了110万人，2017年很可能突破1000万人。赴泰的中国游客绝大部分人都能遵纪守法，尊重当地风俗习惯和文化，做到文明出游，但是还有一些中国游客缺乏社会公德意识，他们的行为引起了泰国人的不满。除了乱丢垃圾、大声喧哗、插队等陋习之外，不尊重泰国风俗习惯的事情也经常发生。泰国是佛教国家，人们普遍尊佛敬佛，而一些中国游客居然在泰国寺庙里晾晒衣物、打牌赌博，有的甚至

在公共场合大小便，在洗手池里洗脚。有的中国女游客不顾寺庙的禁忌，身着暴露的服饰进寺庙参观，在佛像前走来走去一点没有忌讳。还有一些来泰国自驾的中国游客，不太遵守当地的交通规则，随意超车变道，给当地交通带来了很大的压力。此外，一些在泰国经商的中国人把国内那一套带到泰国，他们贿赂和拉拢政府官员，利用“上层路线”的优势排挤和打压泰国商人，垄断行业，不与他人分享机会，也没有社会责任意识，只顾赚钱，导致中国商人在泰国的口碑普遍不好。这些行为都损害了中国人在泰国的形象。第三，随着中国国力增长，中国人自身心态的转变引起泰方不适应。近些年来中国国力大幅提升，经济总量已经超过十万亿美元，综合国力稳居世界前列，政治影响力遍及全球。虽然中国自己仍然认为是发展中国家，但周边国家已经把中国当成是发达的超级大国了。在这种情况下中国人自身的心态开始发生了变化。有泰国学者表示，近年来中国在与泰国打交道的过程中表现出一丝傲慢的态度让泰国难以接受。比如，中国东盟“10+1”定期会晤机制是中国和东盟之间重要的多边合作平台。“10”是东盟十国，是主人，而“1”是中国，是客人，客人应该在主人主导的框架下展开对话。^①但是近些年来中国在与东盟的对话中表现出了反客为主的态度，让东盟国家在心理上觉得不舒服。此外，在中泰铁路项目的谈判中，中方也表现得急于求成，希望泰国尽快接受中国所提出的条件，中泰铁路本是双方互利共赢的项目，而在很多泰国人看来中国急于修建中泰铁路是为了获得铁路沿线车站、房产等项目的开发权。一些西方媒体把中国在海外的建设渲染为“新殖民主义”，再联想到历史上中国所主导的朝贡体系，所以当前中国在泰国的建设自然会引起泰方的警惕。

5.2 历史与文化的冲突

实际上关于泰族起源问题，学术界至今也没有确定的答案。西方学者所说的泰族南下是因为汉族压迫导致的，这种说法在缺乏明确证据的前提下是没有根据的。这种对历史不负责任的态度，会对中国和泰国人民之间的感情造成伤害。中国学者对泰族起源也进行了大量的研究和实地考察工作，并用事例质疑了西方学者的说法。云南社科院陈吕范在对泰国古城素可泰考察时发现，没有历史记录显示泰族曾经遭受汉族压迫而南迁，忽必烈南下灭亡大理国是事实，但没有证据显示泰人南下就是被汉族人驱赶的，泰国著名的坤兰甘亨碑文也没有记载。而真实的情况应该是云南省社科院刘稚所说的，历史上的民族迁徙是一个复杂的过程，古代从中国西南地区到中南半岛之间的广大区域内存在着傣族、泰族、掸族、佬族等多个百越系统的民族，他们之间的迁徙是多方向的，既有从中国西南地区南下到中南半岛的，也有从中南半岛北上到中国内地的，还有在中南半岛内部迁徙的。总之，不会像西方学者讲的只存在“泰族被迫南迁”一个方向的迁徙。（周新，2014）

历史和文化是分不开的，除了上述对历史的误读影响中泰之间的友好交流，文化冲突也给中泰人文交流带来了一些麻烦。文化是活着的历史，不同的历史造就不同的文化。当来自两个不同文明的人走到一起时难免会产生文化冲击。中泰两国人民都应该学习对方的风俗习惯和文化，尤其是要了解一些禁忌，旅游时哪些能做哪些不能做，做到尊重彼此的文化，文明交往。

泰国的一些旅游禁忌中国游客有必要了解，做到不冒犯当地人。进入寺庙或者是去泰国人家里时，进门千万不能踩踏门槛，因为泰国人相信门槛里住着神灵，踩踏门槛就是不尊重神灵会给这家带来灾祸；与泰国人打交道时要用右手，比如握手、交换名片、接受物品，因为泰国人认为左手是不洁净的，所以要用右手，这对于一些喜欢常用左手的左撇子尤其要注意；在泰国，人们之间见面要行双手合十礼，具体做法是双手合十放在胸前，别人向你行礼你也必须要还礼，双手举得越高越表示尊敬；女性进入寺庙不能身着暴露的服饰，更不能与僧人直接接触；寺庙里不能大声喧哗、随意触摸物品，不能攀爬佛像，不能随地而坐；人妖文化是泰国非常重要的特色，中国游客非常喜欢与人妖合影，但要注意在与人妖合影时不要表现出蔑视和嘲笑的态度，合影后还要给小费。此外，国丧是泰国重要的习俗。2016年10月13日备受泰国人尊敬和爱戴的普密蓬国王逝世，泰国人民悲痛万分，泰国政府宣布举哀一年，并出台了相关规定。在这段

时间来泰国的外国游客一定要保持言行举止得体，衣着不能艳丽，要严格遵守国丧期间的规定，以免触犯法律，给自己带来麻烦。

5.3 国内与国外的政治挑战

在泰国国内政治方面。当前泰国正处在政治转型期，国内各种力量都在博弈以求在将来的政治舞台上占据优势地位。泰国存在各种利益集团，他们都会努力影响政府的对外政策，以实现本集团的利益。中泰加强交流与合作，一定会影响到其他国家在泰国的利益，像中日之间曾经就因泰国铁路项目展开激烈博弈，日本就不希望看到中泰走近。

虽然“中泰一家亲”是中泰关系的主流，但泰国国内仍然存在对华不友好的支流，而这种支流发出的声音往往被中国主流媒体所忽略，中国人一般喜欢报喜不报忧，泰国国内媒体一些对华的负面报道往往不被中国媒体重视，学者们参加国际学术会议时对中泰关系中一些敏感问题也不去讨论，导致中国民众普遍认为中泰关系一直发展顺利，泰国始终都是对华最友好的国家之一。如果中国再没有清醒的认识，一直活在“中泰一家亲”的光环之下，那么将来在发展中国关系上就会出现被动。中泰铁路项目进展不顺，在很大程度上就与泰国国内反华派有关。泰国国内一直存在着亲美日的反华派，他们长期受美日扶持，崇尚西方的价值观，对中国的政治制度和意识形态有种天然的排斥，他们追求欧美的流行文化，将以儒家思想为代表的中华文化看成是落后的象征。实际上许多关于中国的负面报道都是他们先爆出来的，然后再经过西方媒体的炒作，抹黑中国形象，形成对中国不利的舆论氛围。比如说一些中国老年游客在泰国旅游时发出的声音比较大，或者随地吐痰等行为，立刻就被他们说成是中国人素质低下，然后再被提升到中国国家形象不佳的高度。这完全是小题大做，因为老年人由于年龄和生活习惯等方面的原因，产生的声音本身就会比较大，全世界的老年人都差不多，美国、欧洲、日本的老年团也会大声喧哗，把“素质低下”这个锅完全让中国人背实在是不公平。其实，欧美日等国在泰国的负面报道也不少，但媒体就不会把个体行为上升为国家高度。

在国际政治方面，泰国长期奉行平衡外交的策略，这也使得泰国成为东南亚地区唯一一个没有被西方殖民的国家，也没有在二战中遭受日本的侵略。平衡外交让泰国保持了主权独立和领土完整。中泰建交之后，泰国在同中国发展关系的同时也与美国继续保持密切的政治军事关系，直到现在泰国既是美国的传统盟友也是中国在东盟重要的伙伴，泰国并没有在中美之间选边站。美国、日本、印度在泰国都有很大的影响力，泰国的亲美派、亲日派、亲印派都有左右泰国对外政策的能力。对于中泰加强合作，美日印以及泰国国内的保守派都有各自的想法。美国希望平衡中国在泰国不断增加的影响力，日本希望保住对泰国的经贸优势，印度希望阻止中国进入印度洋，保守派希望把中国影响力排除出中南半岛。各种势力的博弈使得中泰合作面临挑战。

6. 中泰人文交流的建议

6.1 高底搭配

人文交流既要保持高层合作，继续加强两国高层的交流和沟通，保证高水平的政治互信和国策层面工作的有效对接，也要加强基层合作，努力掌握中泰两国的基层民众对中泰合作的看法，特别是对像中泰铁路项目这样大工程的看法，在充分尊重民意的基础上对舆论开展正确的引导，对民众及时说明情况，防止误解发生。政府要重视非政府组织的作用，中国政府可以培育和扶持亲华的非政府组织开展活动，委托他们从事与基层民众相关的工作。这样不但可以发挥非政府组织专业化的功能，而且可以对亲西方的非政府组织进行有效的制约。

6.2 内外结合

体制内和体制外的人文交流工作要结合起来，既要重视体制内的官方人文交流合作，发挥体制内的引导作用，也要积极扩大体制外的民间人文交流合作，扩展人文交流的深度和广度，努力实现“官方主导、民间参与、企业促进”的全方位多层次的交流局面。虽然，中泰民间人文交流发展成果喜人，但是有一个特点值得重视就是——碎片化严重，难以形成系统的规模化效应。针对这种情况，可以创新官产学研有序联动的工作模式，整合外事工作资源，建立完善的信息搜集共享机制，以人文交流中的学术交流合作为重点，发挥智库的作用，讲好“中国故事”，加强与泰国社会精英的联系。

6.3 新旧同进

在宣传人文交流的过程中，要充分利用传统媒体的平台，发挥其在泰国主流社会舆论中的影响力，也要重视近些年出现的微博、微信等各种新媒体的力量，充分发挥新媒体对泰国年轻人影响力大的优势，注意对热点问题进行引导。随着中国社会经济的发展，泰国主流媒体近些年来对中国的报道逐渐增多，但是一些关于中国的报道有片面化、负面化的趋势，尤其是关于中国企业在东南亚开展建设方面的负面新闻严重影响了中国的形象。针对此情况，建议有关部门要引导中泰两国传媒部门开展深度合作，使得中泰两国媒体能及时、公正、准确地报道关于对方国家的新闻，让两国民众能客观看待对方国家的发展。

6.4 抓住机遇

机遇指“一带一路”倡议，人文交流是“一带一路”倡议里民心相通的重要内容。“一带一路”是一个多层次、全方位、宽领域的人文交流平台，要以中泰共建“21世纪海上丝绸之路”为契机，大力推进中泰人文交流合作，把中泰人文交流的成果落实到实处，有利于增进泰国民众对中国文化的了解，减少对中国游客的负面看法，也有利于中国民众增进对泰国全方位的认识，夯实中泰友好的民意基础。要发挥好中泰在人文交流方面的示范作用，利用泰国在东盟的影响力促进“一带一路”倡议在东南亚的实施。“一带一路”是当前中泰人文交流的核心内容，也是中泰人文交流的重要驱动力，相信在“一带一路”的推动下，中泰人文交流必将达到一个新的高度。（赵娟娟，2019）

7. 结束语

当下，世界联系日益紧密，中泰的人文交流也必将在未来获得更加广阔的空间，两国的政治和经济关系会得到进一步的稳定发展。本文通过文艺演出，影视文化，教育合作等角度，论述了中泰人文交流的基本内容。目前，中泰两国已经形成了全方面，多形式，多层次的现代化文化交流格局，顺应了经济全球一体化的发展格局，而且也让一代一路的建设变得更加稳定。

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The Influence of Individualized Contract on Active-passive Innovation Behavior: Taking Work Pressure as a Mediator and Harmonious Passion as a Moderator

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Abstract

Active innovation will make the employees in the organization produce more enthusiasm and innovation performance, while passive innovation is the forced innovation behavior of employees under pressure and survival, which will waste enterprise innovation resources and reduce innovation performance. Therefore, based on the special talent management mode of personalized contract, this study takes the enterprise employees in Qingdao, Shandong Province as the research object, and is expected to issue 600 questionnaires to study the reaction of employees with personalized contract to pressure, which will lead to active innovation or passive innovation, and the moderating effect of harmonious work passion. The expected results of this study are as follows: (1) personalized contract has a positive impact on challenging pressure and hindering pressure of work pressure; (2) challenging pressure has a positive impact on active innovation; (3) hindering pressure has a positive impact on passive innovation; (4) work pressure has a mediating role between personalized contract and active passive innovation (5) Harmonious work passion positively moderates the relationship between challenging pressure and active innovation. (6) harmonious work passion negatively moderates the relationship between obstructive pressure and passive innovation.

Keywords: personalized contract, initiative innovation, passive innovation, working pressure, harmonious working passion.

个性化契约对主动性-被动性创新行为的影响研究：以工作压力为中介，和谐式激情为调节

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摘要

主动创新会使组织中的员工产生更多的积极性与创新绩效，反观被动创新则是员工迫于压力与生存而进行被迫的创新行为，反而会浪费企业创新资源，降低创新绩效。因此，本研究基于个性化契约的特殊人才管理方式，以山东青岛的企业员工为研究对象，预计发放 600 份问卷，

去研究拥有个性化契约的员工对于压力的反应，导致其会产生主动创新还是被动创新，以及和谐式工作激情的调节作用。本研究能得到以下的预期研究结果，(1)个性化契约对工作压力的挑战性压力与阻碍性压力具有正向影响、(2)挑战性压力对主动创新具有正向影响、(3)阻碍性压力对被动创新具有正向影响、(4)工作压力在个性化契约与主动—被动创新之间具有中介作用 (5)和谐式工作激情正向调节挑战性压力与主动性创新之间的关系、(6)和谐式工作激情负向调节阻碍性压力与被动性创新之间的关系。

关键词：个性化契约、主动创新、被动创新、工作压力、和谐式工作激情

1 绪论

1.1 引言

随着信息技术和新经济的发展，人才在经济社会和各类组织发展中的重要作用日益凸显，人才管理已经成为组织所关注的一个关键问题，然而，由于人才资源大多拥有独特的专业技术或管理才能，他们不再仅仅关注物质的收入，转而追求个人事业发展和自我价值的实现，更加注重工作的质量，如何对其进行有效的管理，尤其是对有价值的人才资源的吸引、激励和挽留，已成为众多组织面临的一个重要问题 Lee *et al.* (2020)。个性化契约用作吸引、激励和挽留有价值的员工的一种有效手段。个性化契约下组织提供的诱惑不仅仅是短期的金钱回报，它们还包括对员工福祉的长期考虑以及对员工在公司内职业生涯的投资，而员工自愿为他们的组织贡献努力和忠诚，组织可以提供补偿、认可和职业晋升机会，而进行利益共同提升，个性化契约条款的协商和契约的制定，组织为员工提供了管理、控制工作的机会和权力(Hornung *et al.*, 2008)，但是个性化契约是双向的，组织满足员工的需求，给予员工个性化的工作安排，但是同时员工也需要满足组织对于其个性化契约所规定的绩效目标，因此也会给员工带来压力，员工也需要将自己的价值体现(Marescaux *et al.*, 2019)，个性化契约是把双刃剑，它在提高员工创新行为、工作绩效、工作满意感的同时，也会对员工心理与行为表现产生负面影响(陈默、梁建, 2017)，而在组织中存在着两种创新，主动性—被动性，员工主动性创新行为是指员工自愿、积极主动地创新，勇于面对创新过程中的困难，为组织带来更多的创新绩效(Griffin *et al.*, 2007)。员工被动性创新行为是员工非自愿性行为，员工将创新作为一项工作目标，达到组织要求后随即停止，员工仅仅是为了完成创新指标而“敷衍性”或“应付性”创新和自我生存(杨皖苏等人, 2019)个性化契约虽然给予了员工个性化安排，但同时也会给予员工目标绩效的压力，在对员工产生积极鼓励时也会产生负面影响。而和谐式激情下员工高度认可该工作具有重要而进行工作投入(Verner-Filion *et al.*, 2012)，因此本研究构建一个框架，以个性化契约为自变量，主动性—被动性创新为因变量，工作压力为中介，和谐式激情为调节，来了解个性化契约的员工在压力下对于压力的反应为何，其创新行为为何，和谐式激情又起到怎样的作用，本研究为了更好的进行深入研究，因此将工作压力分为挑战性压力与阻碍性压力进行深入探讨，构建一个分别对挑战性压力与主动创新，阻碍性压力与被动性压力之间建立假设关系的双路径模型，提出本研究的问题；1、个性化契约对于员工的挑战性压力是否具有正向影响，2、个性化契约对员工的阻碍性压力是否具有正向影响？3、员工的挑战性压力对员工的主动创新行为是否具有正向影响？员工的阻碍性压力对员工的被动创新行为是否具有正向影响？4、和谐式激情对员工挑战性压力与主动创新之间是否具有正向调节作用？5、和谐式激情对员工阻碍性压力与被动创新之间是否具有负向调节作用？

1.2 研究意义

1.2.1 理论意义

对于研究个性化契约员工主动性—被动性创新的研究提供文献补充，目前对于主动性—被

动性创新放在一块的研究还相对比较少目前知网以及谷歌学术查询仅有三篇文献，因此该研究也补足了该领域的研究，本研究将个性化契约作为自变量，主动性—被动性创新为因变量，压力为中介变量，研究探讨员工压力对于个性化契约的反应，在压力下员工对于主动性创新与被动性创新的反应。

1.2.2 实践意义

“国家推动型”创新背景下，各个组织企业大规模开展创新活动，但有的创新活动为企业和组织创新绩效却不甚理想，员工存在主动性和被动性创新，被动性创新主要为员工为了完成工作任务而进行的非自愿创新，从而导致企业资源浪费，反而创新绩效不理想（杨皖苏等人，2020），因此本研究通过个性化契约下员工对于压力产生的主动性—被动性员工创新行为产生机制，构建其路径模型，帮助企业了解员工的创新行为能够为企业提高创新绩效提供理论建议。

2 文献综述

2.1 个性化契约的定义

个性化契约指组织根据员工能力与需求，做出的同时满足双方利益的个性化工作安排，使组织与员工协商达成共识，满足员工需求同时，员工满足也需要满足组织给予的个性化目标的绩效，从而提高双方利益的个性化契约类型(Anand *et al.*, 2018)。个性化契约是双向的，一方面个性化契约充分体现了组织与员工的互惠共赢，较高的契约性增强了组织与员工双方的依赖关系促进员工和组织的社会交换。另一方面，个性化契约所强调的差异化管理使员工感知到更优越的组织支持，有利于激发员工对组织的特殊性贡献，让员工感受到自己能够被公司重用，但同时也会给员工带来压力，员工也需要将自己的价值体现(Marescaux *et al.*, 2019)。这种压力以及感知也会使员工产生动力，因为个性化契约能使员工与雇主双方都获益的个性化工作安排，包括更灵活的工作时间、更多的职业发展机会和更高的薪酬奖励等其对契约获得者产生的积极效应(Rosen *et al.*, 2013)。最后个性化契约通过定制化的工作安排，组织赋予员工“特殊关照”使员工感知到与标准化制度下不同的组织支持，为了实现社会交换的互惠公平性员工也会寻求机会为组织做出特殊化的贡献(Hornung *et al.*, 2010)。

2.3 工作压力的定义

工作压力指员工在身体、心理、社会和组织层面上需要持续付出体力和心理的努力或损耗的感知(Nahrgang *et al.*, 2011)。根据工作性质工作压力又被分为挑战性压力和阻断性压力。挑战性压力源认为压力是个体能够克服，对自己的工作绩效与成长具有积极意义；阻碍性压力源所带来的压力个体认为难以克服，对自己工作目标的实现与职业生涯的发展具有阻碍作用(LePine & Jackson, 2004)。面对挑战性压力，员工感知到组织的期望以及战胜其后的回报，内心的挑战欲望得到激发面对挑战性压力（李宗波、彭翠，2014）。挑战性压力源可以促发员工积极行为的压力源，只要员工从容应对挑战，就能够获得更好的绩效、更娴熟的技能以及更多工作经验，从而使员工对未来充满期许，抵消压力的负向影响，获取更好的工作结果(Cavanaugh *et al.*, 2000)。然而阻断性压力是职场中员工难以应对、无法用自身努力克服的消极因素，它只会不断消耗员工的个体资源，而不能带来回报，员工面对阻断性压力只能努力地保护其现有资源，而不会冒险投入资源进行尝试，然而创新需要员工持续投入大量的资源（张永军等人，2016）。

2.5 主动性—被动性创新的定义

员工主动性创新行为是指员工自愿、积极主动地创新，勇于面对创新过程中的困难，并发自内心的为创新的可能性风险承担责任(Belschak *et al.*, 2010)，员工主动性创新行为在内涵上主

要体现在以下方面：1、自发性，即行为由员工主观意志决定；1、能动性，即员工积极主动去解决遇到的各种问题和困难；2、预见性，即预先为创新想法的实施作好准备(Parker & Collins, 2010)。被动性创新，员工的创新行为并非都是主动与自愿的，尤其在某些高绩效压力、高领导权威和强集体主义文化的组织中，充斥着大量“无奈”的“被”创新行为，员工仅仅是为了完成创新指标而“敷衍性”或“应付性”创新，或者屈于主流与权威的压力，创新时不得不改变自己原本的创意或独特的见解以及在高绩效压力创新环境下，创新完全变成了“任务”，员工原本发自内心的意愿的“兴趣”成份荡然无存员工在创新过程中虽然不认同某些组织规范，但是为了在组织中生存与发展，迫于压力，在控制型动机驱动下，不得不服从于组织规范，做出与个人认知相违背的被动创新行为(杨皖苏等人, 2019)，员工被动性创新行为体现在以下方面：1、职责性，即员工依据职责或领导要求从事创新活动，更多地体现为一种角色内行为；2、非认同性，即非员工个人主观意志的体现；3、应对性，即员工将创新作为一项工作目标，达到组织要求后随即停止，无后续活动，被动性员工创新行为，其创新行为是与员工自身认知所不一致的非自愿性行为(杨皖苏等人, 2020)。

2.6 和谐式工作激情的定义

和谐式激情指将工作内容自主性内化后对工作产生的自愿接受态度以及强烈的认可喜爱，和谐式工作激情产生于个体对工作活动的自主内化过程，这种内化过程代表个体没有附加条件主动接受工作，并认为该工作具有重要意义(Verner-Filion *et al.*, 2012)，Wolf *et al.* (2016)研究中的两种激情与绩效实现的关系，发现和谐型激情是一种积极的行为投入，通过掌握目标或者直接导致预测刻意训练行为，并对绩效实现具有直接正面影响；强迫型激情则对绩效实现具有直接负面影响。和谐式激情能够帮助员工产生一种动力，让个体能够主动的参加到工作当中，培养员工的积极主动性，让员工能够采取灵活的方式投入到工作当中，合理安排工作方式和工程进度，使员工更加容易获得成就感，更加体会到积极的情感，和谐式激情下员工能够合理安排自己工作任务，使自我的工作与其他活动不会产生冲突(St-Louis *et al.*, 2016)。

2.7 变量间的相关研究

2.7.1 个性化契约与工作压力的关系研究

个性化契约条款的协商和契约的制定，为核心员工提供了管理、控制工作的机会和权力，是组织善意的体现(Anand *et al.*, 2018)。然而，需要指出的是，个性化契约其实也是把双刃剑，在对核心员产生积极影响的同时，也会带来一定的消极影响效应(Liao *et al.*, 2017)，个性化契约不仅专门为员工定制了特殊的工作条件，同时组织也会对员工提出与个性化工作安置相匹配的绩效目标要求，社会认知理论认为，人类绝大多数行为属于目的或目标导向，当个体达成了目标时，不仅能获得外在物质激励，而且还会产生相应的内在自我激励，然而，当个体无法达成目标时，则会带来相应的负面影响(Las *et al.*, 2017)。根据社会认知理论，当员工无法实现与个性化契约相匹配的绩效目标要求时，员工会面临失去组织及其领导者的支持，甚至取消个性化契约(陈默、梁建, 2017)，个性化契约是把双刃剑，它在提高核心员工创新行为、工作绩效、工作满意感的同时，也会对核心员工心理与行为表现产生负面影响对员工产生压力(Ng, 2017)，本研究依据 Cavanaugh *et al.* (2000)将压力分为挑战性压力与阻碍性压力，当员工对压力的反应是做是一种具有挑战性、能够帮助成长的压力时，则为挑战性压力，当员工对于压力的判断是阻碍自我成长，认为他人故意为难自我时，这时候压力便为阻碍性压力。因此当员工对于个性化契约的判断为挑战性的压力时，则会增加员工的挑战性压力，判断为阻碍性压力时，则会增加员工的阻碍性压力，根据上述文献，因此提出本研究的假设 1 与 2 如下：

H1：个性化契约对挑战性工作压力有正向影响

H2：个性化契约对阻碍性工作压力有正向影响

2.7.2 个性化契约、工作压力与主动创新—被动创新的关系研究

挑战性压力源工作情境下,员工可以自己化解压力并借此促进工作目标的完成,挑战性压力源是可以对员工产生积极影响的压力源,诸如高工作负荷、宽工作职责以及时间压力等,虽然会对员工产生压力,但也会激发其成就感,带给员工未来成长的空间(Cavanaugh *et al.*, 2000)。挑战性压力下员工虽然在消耗资源但同时能获得技能提升、升职加薪、组织信任等物质或精神回报。面对挑战性压力,员工能够感知到其组织的回报,从而激发内心的挑战欲望去面对挑战性压力,(李宗波、彭翠, 2014),于是个体愿意调动其主观能动性,在工作中创造性地解决问题,因此挑战性压力能促进员工创新行为(Kane-Frieder *et al.*, 2014),而工作压力致使员工接收的工作、信息等超出了其所能够承受的范围,使其无法妥善处理,并因此产生错误,导致员工工作热情降低,以消极的情绪工作(Jamal, 1984)。压力源若被员工评价为具有阻碍性的,则会对其自身行为产生消极的影响,阻断性压力源是对员工产生消极影响的压力源,诸如企业中繁琐的办事程序,工作缺乏安全感以及角色定位模糊等,它会阻碍员工的成长以及能力的发挥,限制员工未来发展的空间(May *et al.*, 2004)。缺乏对于组织工作满意度,导致工作热情下降。此时,员工在从事创新活动时,多是为了应付领导和组织的创新要求,甚至做表面的权宜性创新工作,而且主观能动性极低,无后续创新活动,创新缺乏延续性,员工像机器一样执行创新指令(Belschak *et al.*, 2010),再假设1与假设2中的论述中个性化契约会使员工产生压力,增加其工作压力,而压力根据压力源的二维结构分为挑战性压力源与阻断性压力源, Kane-Frieder *et al.* (2014);李宗波与彭翠(2014)学者认为挑战性压力源能够激发员工的挑战欲望去面对挑战性压力,从而调动个人主观能动性去进行创造性的解决问题,因此提出假设挑战性压力源能够进行主动创新强员工的主动创新。综上所述 May *et al.* (2004)与 Belschak *et al.* (2010)认为阻碍性压力源会导致员工产生消极情绪缺乏工作安全感,工作热情下降,从而导致员工更多的将从事被动性去创新把创新,把创新当作为完成任务而进行的表面权益性创新工作,也即是说阻碍性压力源能够是员工更多的去产生被动性创新。也就是说个性化契约下员工会感受到来自组织的压力(Ng, 2017),而这种压力分为挑战性压力与阻碍性压力,员工感受到的压力为挑战性压力时能促进员工创新行为(Kane-Frieder *et al.*, 2014),当员工感受到的压力为阻碍性压力时,员工产生消极情绪缺乏工作安全感,工作热情下降,从而导致员工更多的将从事被动性的去创新(Belschak *et al.*, 2010)。也即是说个性化契约通过使员工产生压力而去影响员工的创新行为也即是说工作压力在个性化契约与主动—被动创新之间具有中介作用。根据上述文献,因此提出本研究的假设3与4如下:

H3: 挑战性压力对主动创新有正向影响

H4: 阻碍性压力对被动创新有正向影响

H5: 工作压力在个性化契约与主动—被动创新之间具有中介作用

2.7.3 和谐式工作激情的调节作用

和谐式激情能够帮助员工产生一种动力,让个体能够主动的参加到工作当中,培养员工的积极主动性,让员工能够采取灵活的方式投入到工作当中,合理安排工作方式和工程进度,使员工更加容易获得成就感,更加体会到积极的情感,和谐式激情下员工能够合理安排自己工作任务,使自我的工作与其他活动不会产生冲突(St-Louis *et al.*, 2016),挑战性压力源是可以对员工产生积极影响的压力源,诸如高工作负荷、宽工作职责以及时间压力等,虽然会对员工产生压力,但也会激发其成就感,带给员工未来成长的空间(Cavanaugh *et al.*, 2000)。也即是说挑战性的压力源会激发员工的成就感,而这种成就感的满足能够激发员工的挑战欲望,调动员工的主观能动从而进行主动创新(Kane-Frieder *et al.*, 2014),而和谐式激情能够使员工更加能够获得成就感(St-Louis *et al.*, 2016),而成就感激发员工对挑战性压力的欲望进行主动创新,和谐式激情能够将工作内容自主性内化后对工作产生的自愿接受态度以及强烈的认可喜爱,从而高度认可自我的工作,并认为该工作具有重要意义(Verner-Filion *et al.*, 2012),而阻碍性压力源是员工

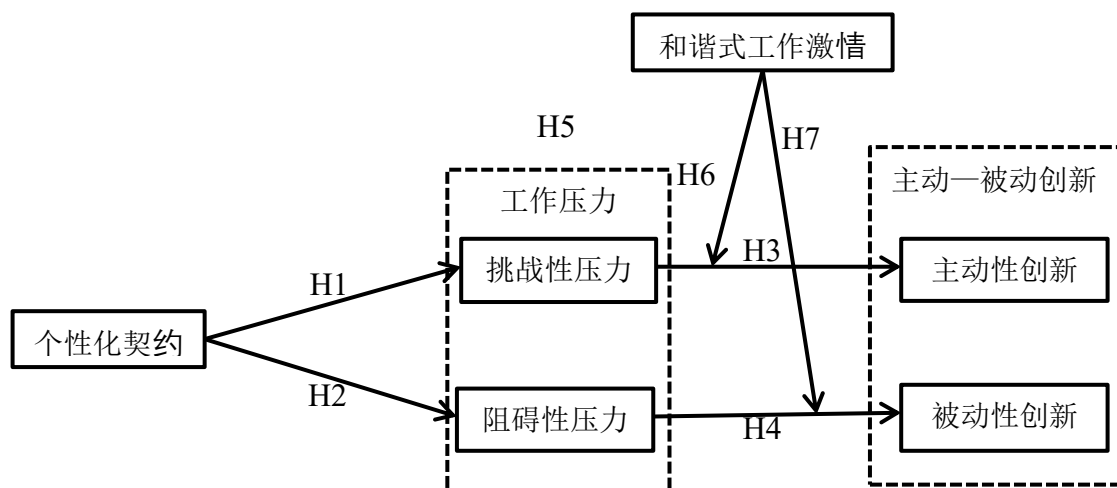
感觉到工作只是为了完成领导的任务，甚至只是表面上的权益创新 (Belschak et al., 2010)，而和谐式激情能够使员工对工作产生强烈的认可，确定自我的工作价值。因此能够缓解员工对于工作只是为了完成任务的消极心态。同时和谐式工作激情是一种与动机有关的工作情感，能够增加员工积极的情感体验，能够激发员工的内部动机进而产生积极的结果 (Vallerand et al., 2010)，同时蒋昀洁等人 (2017) 的研究中和谐式工作激情能够减少员工在工作当中的消极情绪体验，挑战性压力源能够让员工能够激发个体的积极情感体验，挑战当前的困难视为一种自我提升的机会，能够提升个体的内部动机，而积极情感和内部动机是个体在创新方面表现的重要前因 (孙健敏等人, 2018)，Zhang et al (2010) 的研究证实了内部动机能够增加个体创新行为，综上所述挑战性压力能够激发员工的积极情感体验和内部动机，和谐式工作激情能够增加员工的内部动机，积极的情感体验，而内部动机和积极的情感体验是员工进行创新的重要前因，因此和谐式工作激情对挑战性压力源与主动性创新之间的关系有正向增强的影响。而阻碍性压力下员工产生的是消极的情感体验 (张亚军、肖小虹, 2016)，消极情绪是产生被动创新的因素之一 (赵斌等人, 2015) 而和谐式工作激情增加其积极情感体验，而和谐工作激情能够减少员工在工作当中的消极情绪体验 (蒋昀洁等人, 2017)，因此和谐式工作激情对阻碍性压力源与被动性创新之间的关系有负向减弱的影响。：

H6: 和谐式工作激情对挑战性压力与主动性创新之间的关系有正向调节的影响

H7: 和谐式工作激情对阻碍性压力与被动性创新之间的关系有负向调节的影响

2.8 研究框架图

本研究基于上述参考文献与支撑理论构建出本研究的研究框架图，如下图一所示：



图一 研究框架图

资料来源：本研究整理

3 研究方法与设计

3.1 变量的衡量

3.1.1 个性化契约的衡量

本研究个性化契约的衡量参考 Hornung et al. (2010) 的量表，如下表一所示：

表一 个性化契约量表

题项	资料来源
1. 在尚未入职前，公司与我协商工作开始和结束的时间，都会根据我的要求进行灵活调整。	Hornung <i>et al.</i> (2010)
2. 在尚未入职前，公司与我协商工作日程的安排时，会满足我个人的需求特点。	
3. 在入职后，公司会根据我工作的特殊需求，给予我参加特定活动、培训或发展技能的特殊机会。	
4. 在入职后，公司会由于我的突出表现，给予我加薪或升职等职业发展的机会。	

资料来源：本研究整理

3.1.2 工作压力的衡量

本研究工作压力的衡量参考 Cavanaugh *et al.* (2000) 编制的挑战性—阻碍性压力源的量表，如下表二所示：

表二 工作压力量表

维度	题项	资料来源
挑战性压力	1.在工作中，即使面对同样的压力，我能够比别人完成更多的项目或任务。	Cavanaugh <i>et al.</i> (2000)
	2.在工作中，面对工作压力，我反而会将更多的时间用在我的工作上去解决压力。	
	3.在规定时间内，面对同样的工作压力，我比别人能够完成更多的工作量。	

表二 工作压力量表（续）

维度	题项	资料来源
阻碍性压力	4.在工作中，即使工作时间紧迫，我也会调整好工作进度。	
	5.在工作中，我所需要承担的责任比别人更多，因此需要我在工作中更加努力。	
	6.在工作中，我的岗位所涵盖的责任范围比别人更广，因此需要我提高我的工作能力。	
	1.在工作中，影响组织决策的是公司中由人际关系产生的权力所决定，而不是个人的工作表现，使我感觉不到自我的工作贡献，这使我感到工作具有压力。	
	2.在工作中，我无法清楚地了解自己的工作标准，使我感到工作具有压力。	
阻碍性压力	3. 在工作中，我完成工作需要经过大量的官僚程序，而这些程序使我感到工作的艰难或压力。	
	4. 在工作中，我的工作使我缺乏安全感，从而使我感到工作具有压力。	
	5. 我的职业生涯似乎遇到了瓶颈，工作得不到进展，使我感受到了压力。	

资料来源：本研究整理

3.1.3 主动性—被动性创新的衡量

本研究主动性—被动性创新的衡量参考 Belschak *et al.* (2010)和赵斌等人 (2015) 的量表,如下表三所示:

表三 主动—被动创新量表

维度	题项	资料来源
主动创新	1. 在工作中, 我愿意为创新失败付出代价。	Belschak <i>et al.</i> (2010)
	2. 在工作中, 我是出于兴趣或爱好进行创新。	
	3. 在工作中, 我会在创新过程中积极地寻找解决问题的方案。	
	4. 在工作中, 通过创新可以挑战自我。	
	5. 在工作中, 同事理解我的创新意愿。	
	6. 在工作中, 创新的挑战, 能极大地激发我的创新行为。	
被动创新	1. 在工作中, 创新只是为了完成既定的任务。	赵斌等人 (2015)
	2. 在工作中, 我会利用创新规则的漏洞去敷衍创新, 我只是做做表面上的工作。	
	3. 在工作中, 我会为了创新成果的实现或认可而去改变自己的创意, 使其遵从社会规范或行业范式。	
	4. 在工作中, 创新要迎合领导的喜好, 像机器一样麻木地执行领导的创新指令。	
	5. 在工作中, 我常感觉是在一种高压或奖惩制度严苛的环境中从事创新。	

资料来源: 本研究整理

3.1.4 和谐式激情的衡量

本研究和谐式激情的衡量参考 Vallerand *et al.* (2003)开发的和谐激情和强迫激情量表 (Harmonious Passion and Obsessive Passion Scale), 如下表四所示:

表四 和谐型激情量表

题项	资料来源
1. 这份工作使我可以享受多种体验。	Sirén Patel and Wincent (2016).
2. 我在工作当中发现的新事物使我更热爱这份工作。	
3. 开展这份工作使我拥有难忘的经历。	
4. 开展这份工作使我感到高兴。	
5. 开展这份工作与我生活中其它事务不冲突。	
6. 对我来说, 开展这份工作, 是我每天所期盼的一件事, 他会调动我的工作激情。	
7. 我对开展这份工作感到满意。	

资料来源: 本研究整理

3.2 研究方法

3.2.1 研究对象和问卷收集

本研究为定量研究, Hornung *et al.* (2008)认为个性化契约的签约对象是核心员工, 他们拥有核心专业知识与技能, 掌握组织的核心业务, 是组织的核心技术、销售、管理、市场 / 公关等关键岗位员工。本研究根据 Hornung *et al.* (2008)的界定, 本研究样本选取为山东省青岛市地区企业的核心技术、销售、管理、市场 / 公关等关键岗位的员工, 采取立意抽样的方法, 进行问卷发放, 来探讨个性化契约下的该类型员工对于创新行为的选择会是怎样的是主动创新还是被动创新,

由于疫情期间故采用线上方式进行发放进行网络问卷发放，主要通过 QQ，微信的方式将问卷链接通过已工作的朋友进行转发，并告知该问卷的用途，最后进行回收统计，根据 Redline and Dillman (2000)学者建议，在百分之 95 的信心水准下，抽样误差不得超过百分之 5，有效样本须达到 384 人，才能得到更加精准的数据，以及 Ghiselli *et al.* (1981)，问卷发放数量至少是题项的 5-10 倍，本研究共 32 题，因此发放数量应在 160-320 之间，为了更好的采集数据预计发放 400 份问卷。

3.2.2 分析工具与分析方法

采用统计分析法，对样本数据进行编码输入，并利用 SPSS 和 AMOS 对数据进行描述性统计分析、信度分析、相关系数分析、适配度分析、中介检验、调节检验分析、结构方程式验证因子分析，量表适配度检验，从实证角度验证变量之间的关系，验证研究假设。

4 预期研究成果

本研究预期能得到的研究成果如下：1. 个性化契约对挑战性工作压力具有正向影响、2. 个性化契约对阻碍性工作压力具有有正向影响、3. 挑战性压力源对主动创新具有正向影、4. 阻碍性压力源对被动创新有正向影响、5. 工作压力在个性化契约与主动—被动创新之间具有中介作用、6. 和谐式工作激情对挑战性压力与主动性创新之间的关系具有正向增强的影响、7. 和谐式工作激情对阻碍性压力与被动性创新之间的关系具有负向减弱的影响。

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The Impact of Person-Post Matching on Work Bottlenecks: The mediating Effect of Job Frustration, The Moderating Effect of Perceived Leadership Support

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Abstract

The work encountered in the career development of employees cannot break through the stagnant work bottleneck. At this stage, if the correct direction is not found, they may be stuck in the bottleneck all the time, resulting in depressed employees and lack of enthusiasm for work. Without self-confidence in work, the ability of employees is not displayed at this stage, which makes employees have a higher willingness to leave, which leads to brain drain. Therefore, this study uses employees of enterprises in Chongqing as the research object and adopts a random sampling method. A questionnaire to explore how job matching affects work bottlenecks and explores the mediating role of job frustration and the moderating role of perceptual leadership.

Key words: Person Post Matching, Work Frustration, Work Bottleneck, Perceived Leadership Support

人岗匹配对工作瓶颈的影响：工作挫折感的中介效应，知觉领导支持的调节作用

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摘要

员工职业发展中会遇到的工作无法突破止步不前的工作瓶颈状态，这个阶段，倘若正确的方向没有找对就有可能一直被困在瓶颈处，从而导致员工情绪低落，工作没有热情，对工作没有自信，员工能力在这个阶段得不到发挥，使员工产生较高的离职意愿，从而导致人才流失，因此本研究以重庆地区的企业的员工为研究对象采取便利抽样的方法预计发放 500 份问卷，探究人岗匹配如何影响工作瓶颈，并探讨工作挫折感的中介作用与知觉领导的调节作用。

关键词：人岗匹配；工作挫折感；工作瓶颈；知觉领导支持

1 绪论

1.1 引言

随着企业不断的发展，新增的企业公司越来越多，员工管理的质量能够直接影响到组织的发展。在企业竞争日益激烈的今天，员工的知识，能力就是企业的核心竞争力，个体是组织的基本单元和细胞，其行为是在一定的思想、意志、情感、信念、价值观等概念下进行的，个体的需要和个体水平对一个组织的行为和绩效会产生较大影响，作为一个管理者，认知个体，准确识

人, 激励并有效管理员工, 了解员工的能力、知识与技能, 运用职业性理论匹配“人”与“事”, 尽可能做到知人善用, 使员工发挥个体最大效能才能更好的管理员工, 提高企业竞争力(张瑞娟与尹奎, 2018)。然而在管理员工当中对员工职业发展来说, 员工职业发展中会遇到的工作无法突破止步不前的工作瓶颈状态, 这个阶段就好比一个瓶子的出口处一样, 是一个狭小的关口, 倘若正确的方向没有找对就有可能一直被困在“瓶口处”也就是瓶颈处, 从而导致员工情绪低落, 工作没有热情, 对工作没有自信, 导致员工能力在这个阶段得不到发挥, 使员工产生较高的离职意愿, 从而导致人才流失(寇妮, 2014), 工作瓶颈下员工, 1. 往往会对组织的人力资源政策不满, 对组织的发展前景进行质疑, 对组织的责任感和认同感会明显减少, 造成员工对组织的满意度下降。2. 工作绩效下降, 员工遇到职业瓶颈最突出的表现就是缺乏工作热情、感觉在工作中难有突破、经常感觉疲劳。在工作中会情绪不佳、停滞不前、不专心工作, 导致其工作绩效下降, 而且糟糕的情绪会波及到他们的同事, 进而使所在部门和组织的绩效跟着下降。3. 影响个人身心健康。处于职业瓶颈的员工常常会对自己未来的发展感到迷茫, 对工作前景也缺乏信心, 而工作的压力又通常会导致心理的压抑愤怒和对生活的不满情绪, 从而又导致对工作的抱怨和消极应对, 如果调整不当, 将会影响到个人的身心健康。4. 造成人才流失。当员工遇到职业瓶颈时, 他们会感到在组织内难有发展, 往往会考虑跳槽来应对。通常遇到职业瓶颈的员工又是组织中富有经验的技术或管理骨干, 如果人才大量流失, 会使组织的生产和管理都受到极大的损失(姚绍汉, 2007), 由此可见工作瓶颈对于员工的危害以及组织的危害存在着重大的影响。因此可见对于工作瓶颈的研究是具有一定实践意义。

员工在感觉到职业生涯的期望与现实工作存在一定差距时, 个人能力无法与当前职位以及当前职位无法自我得到满足相匹配时, 即存在工作瓶颈的感觉, 感觉到目前工作难以进展, 难以突破, 从而产生的对工作失去信心, 对自我失去信心的情绪低落的一种心理状态(Schein, 1971), 而对于工作失去信心, 会使员工处处碰壁, 感知到挫折, 那么当员工能力、需求和岗位提供给员工的报酬相匹配呢? 是否会对于员工工作瓶颈产生影响。因此本研究以工作瓶颈为本研究的重点出发, 以人岗匹配变量为自变量, 工作挫折感为中介变量, 并以知觉领导为调节变量, 探讨本研究的研究问题: 1. 人岗匹配是如何影响员工工作瓶颈? 2. 其知觉领导支持又起到怎样的作用?

1.2 研究意义

1.2.1 理论意义

本研究主要探讨关于人岗匹配对工作瓶颈的影响, 并在此基础上进一步探讨工作挫折感的中介作用以及知觉领导的对于人岗匹配与工作挫折感的调节作用, 本研究通过文献梳理以及问卷发放, 数据分析验证本研究变量之间的关系, 丰富了目前人岗匹配对工作瓶颈影响的研究成果, 为后续需要研究该领域的学者提供参考, 在当前的研究中, 关于人岗匹配的研究虽然较为成熟, 但对于其影响员工工作瓶颈的影响目前相对缺乏, 因此本研究更加具有意义, 其次, 本研究以知觉领导支持这一领导力新视角, 对进一步了解领导力对于员工心理、情感、行为的影响提供参考, 最后, 目前国内对于员工工作瓶颈的研究相对较少, 本研究通过建立人岗匹配对工作瓶颈的研究模型, 对于工作瓶颈的研究提供了参考, 并以工作挫折感为中介变量, 探讨了影响员工工作瓶颈的因素, 并引入知觉领导支持为调节变量进一步对工作岗位对于员工的需求支持后, 员工对于挫折感变化提供具有参考价值的理论意义。

1.2.2 实践意义

工作瓶颈是职场中存在的一种危害员工个人, 组织的负向因素, 轻者使员工感到工作乏味, 没有进展, 难以突破, 使员工产生消极情绪, 工作缺乏热情, 重则是使员工产生离职, 对于组织来说是一种人才损失, 因此本研究通过构建本研究的研究模型, 总结探讨了员工工作瓶颈的相关文献, 实践意义上为企业提供了了解应对人岗匹配对于员工工作瓶颈的影响, 以及工作瓶颈产生对于组织的影响提供了参考, 从知觉领导力视角以实践研究角度出发进行文献探讨、问卷调查实证研究, 为企业缓解或帮助员工突破工作瓶颈提供参考意见。

2 文献综述

2.1 人岗匹配的定义

人岗匹配指员工与其工作岗位所相互匹配的对应关系，员工需要其岗位为其提供薪酬，工作资源和满足员工工作的动机相匹配，而岗位需要员工拥有相对应的工作知识，能力相匹配，前者强调的是激励员工，后者指能将人才应用到其能力相匹配的岗位发挥其所长带来最大化利益(Chuang & Sackett, 2005)。个人—岗位匹配度为个人能力与岗位要求之间的匹配程度(要求—能力)，或者个人欲求与供给之间的匹配程度(欲求—供给)，以及个人价值与工作供给(供给—价值)之间匹配时认为，个人即是指个人所拥有的能力，而工作则以某特定的工作要件来加以研究，其中工作要件包括工作负荷量、绩效要求水准、及工具性活动；个人能力包括工作性向、工作经验，及教育水准等。岗位可定义为个人为换取雇佣而希望胜任与完成的工作任务以及该工作任务的特性，也就是说，岗位应被视为所执行的作业与任务，而非该岗位所存在的组织(正堂、叶迎春，2006)。员工所感知的人岗匹配程度越高，越有助于提升员工的积极态度，比如工作满意度、组织承诺和组织公民行为等，并且员工会感受到在组织中获得了更多好处，进而促进其表现出积极行为、而降低员工的消极工作情绪，提升个体和组织绩效(Guan *et al.*, 2010)。人岗匹配程度越高，一方面表明员工所具备的知识、技能和能力等越能满足工作需要，越能提升个体对完成工作的信心，这也就是说，提升了员工的效能预期；另一方面意味着员工对组织有更强的积极感受，认为自己的努力能够得到相应的回报，且满足自己的需要，也就是说提升了员工的结果预期，能够提高员工对于工作的热情，使员工感受到工作更加有自信，有能力去完成目前的工作，并能够将工作中的困难看做是一种挑战(林新奇、丁贺，2017)。

2.2 人岗匹配的衡量

人岗匹配的衡量，从多样的匹配性程度测量方法出发，可分为直接测量和间接测量。直接测量是明确地询问受测试者主体有意识的匹配程度，这在员工个体主观感知自我特征和职位特征的匹配度中是非常便利的。间接测量是通过差异分析或相关分析来评估真实匹配性或客观匹配性(Hunter & Schmidt, 1996)。通过员工认知视角在衡量员工与岗位之间的匹配程度时，将人与岗位的匹配分为感知匹配和实际匹配。因此，有两种测量方法。一种是测量感知匹配度，该方法是员工直接通过其感知判断自己与岗位是否存在良好的匹配，设计了一个人与岗位匹配的单维量表，包括四个项目，包括：“你有多少知识，技能和能力可以满足你的工作要求？”、“该工作多大程度满足你的需求”“该工作岗位多大程度是你想得到的”和“该工作岗位与你匹配度有多少？”另一种是测量实际匹配度，即通过评估员工素质与岗位特质，间接用算法得出人岗匹配差异，从而进行比较(Kristof, 1996)。单维度的测量还包括 Saks and Ashforth (1997) 开发的 4 题项量表进行测量，比如“我感觉自己和当前的工作非常匹配”、“我的气质特征和性格与我的工作能够相匹配”等。该量表 Cronbach 的 Alpha 系数为 0.838。而较为深入的人岗匹配主要包括三个方面，供给—价值匹配，需求—能力匹配，以及需求—供给匹配三个维度的量表。其中供给—价值匹配指员工工作的目标，工作的意义，工作的价值、兴趣以及偏好能否在其工作所体现。需求—能力匹配指员工的工作能力，技巧以及知识是否能够满足当前工作需求，供给—需求指当前的工作报酬，资源等能否满足员工工作的需求(Wu *et al.*, 2011)。

2.3 工作挫折感的定义

挫折感指“当人们在做某项带有目标的活动时，因受到干扰或阻碍从而导致其自我动机无法满足的一种消极的情绪状态，但在有的时候仅指个体在进行动机活动时受到阻碍客观的情境”

(张远萍等人，2012)挫折是当事人的一种主观感受，对于工作中的员工产生挫折感的原因，分别主要来自以下的三个方面：一是工作情境，二是个人主观心理状态，三是企业的组织管理因素。(1)工作中失败情境，是指由于外在因素，造成员工在完成的过程中未能达成目标，造成的挫折感。如招标落选，服务行业被客户刁难等。(2)个人主观心理状态，其核心是员工对挫折情境产生的不同的归因方式。根据成就归因模型，归因分为内部的因素和外部的因素。如果员工将失败归因于外部因素，认为造成失败的原因是客观因素或其他因素，那么员工的挫折感将大大减少。如果员工将失败归因于内部自身因素，认为失败是因为自身的能力不足等，那么这将会促进挫折感的产生。(3)组织管理因素是指组织中的不合理因素，组织管理过于僵化，组

织内部人际关系不和谐，人岗不匹配等。企业组织多采用权威、控制、惩罚等严格的管理方法。因此忽视员工的精神需求，员工很容易不受尊重，缺乏成就感，受挫折，对工作失去信心；组织关系，包括上下级关系，同级之间的关系。如果组织过分强调责任和竞争，则同事过优的表现，领导无情的批评很可能引起工作人员的不满，从而导致挫折感：工作的性质与成员不匹配，员工的能力和与工作性质不匹配，他们被分配到的工作，是否有能力胜任，这些都容易让他们陷入挫折的沮丧中（苟萍，2008）

2.4 工作挫折感的衡量

挫折感的量表 (Frustration With Work)，彼得编制的量表 (Peter et al., 1980)，该量表包括 6 个题项，分别从内部，外部挫折来对工作挫折感进行测量如：这份工作带给我很多挫折感；做这份工作是一种让人非常有挫折感的经历；总的来说，我很少在这份工作中感受到挫折感等。以及我国学者唐书怡（2009）以大学生为研究对象编制的量表，该量表包含七个维度：学习、经济、性格、交际、理想、感情、就业。以及王啸天所编制的《大学生挫折情境问卷》。其中 Peter et al. (1980) 编制的量表由于其信效度都比较好，被广泛使用。

2.5 工作瓶颈的定义

瓶颈指通常把一个生产流程中节拍相比最慢的一个环节叫做“瓶颈” (Bottleneck)。广义上说，所谓“瓶颈”是指整个流程中制约产出的各种因素。对个人职业发展来说，“工作瓶颈”指职业发展中遇到的停滞不前的状态，这个阶段就像瓶子的颈部一样是一个关口，如果没有找到正确的方向有可能一直被困在“瓶颈”处导致员工情绪低落，工作没有热情，容易使员工产生较高的离职意愿（寇妮，2014）。一旦遇到职业“瓶颈”期，有的员工表现出努力，还有一部分则会寻找各种机会，以一种积极的方式以突破瓶颈这种情况，如果能够处理好，就能够找到当前瓶颈新的出口，从而获得事业的新发展，获得成功，如果在这个时期选择放弃了突破的努力，最后就职业前程就会止步不前，造成员工工作瓶颈的因素有两种，一种，由于自身的原因产生的。这些原因包括个人的能力、年龄、性格特点等因素，是职业瓶颈产生的主要因素。从所在岗位和自我创造的能力等因素来分析，员工会经常遭遇到工作中的瓶颈，其获得这也上升的机会，也相对较小。有的员工则相对于来说，更为容易达到工作中的瓶颈，因为这部分员工过于重现实目前的岗位，但又可惜的是同时又缺乏职业提升所需的能力以或者管理技能；亦或是因为在人际关系处理的问题，在领导和建立团队上对的失败，在人生的需要转变的时候不能调整自我与跟进组织的进步，不能够适应。通常会错过个人在工作生涯中的的升职机会，以及因为在工作当中处处碰壁，感觉工作处处不如意，工作困难，自我效能感低，感觉工作已经到了难以进展的地步。第二种，则是由于组织产生的原因。组织内部的企业的组织文化、组织的管理结构、组织的发展规模以及组织的运营策略也是造成员工工作中产生瓶颈的重要原因（绍汉，2007）。工作瓶颈为个体感觉到职业生涯的期望与现实工作存在一定差距时，即存在工作瓶颈的感觉，感知目前工作难以进展，难以突破，从而产生的对工作失去信心，对自我失去信心的情绪低落的一种心理状态 (Schein, 1971)，是员工个体对职业发展的主观感受 (Chao & Gardner, 1989)。

2.6 工作瓶颈的衡量

工作瓶颈的衡量主要参照 (Schein, 1971) 三维划分进行衡量从升职瓶颈，薪酬瓶颈，能力瓶颈三个方面进行衡量，升职瓶颈主要表现为当前员工对于目前所在的职位是否有能力提升的感知，当感知越小时，其升职瓶颈越大包含 5 个题项，如，在当前工作当中我升职率很低薪酬瓶颈为当前工作感知自我的薪酬提升有多大，当感知越小时其升职瓶颈越大包含 3 个题项如，在当前工作中，我的报酬增长的可能性很小，能力瓶颈为感知自我能力很难提升，对自我能力的一种不自信，包含 3 个题项如，在当前的工作中，我的能力很难得到提升和锻炼。

2.7 知觉领导支持的定义

知觉组织支持是组织能够重视员工的工作贡献和关注员工的幸福感的的一种全面的感知。员工在组织中会产生一种信念，员工相信组织会关心他们的工作幸福感和重视他们的工作贡献。组织会通过不同的方式，让员工感到组织是支持他们的，进而使员工产生一种想要进行回报的

交换意识,其表现为员工的积极工作态度和积极的工作行为(Yoon & Thye, 2000)。知觉组织支持依赖于组织的支持,它是一种存在于员工心中的信念。员工感知到组织是怎样对待他们,经过感知和自我归纳后,从而产生对组织判断影响其工作态度。当员工的工作需求被满足时,员工对组织的感知和信念则会偏向于比较正向的看法,正向的信念会使员工对于本身的工作贡献和组织的支持能够相对容易的达到平衡点,进而对组织的各种政策和制度产生满意情绪,员工也会提高自己的组织承诺,更加努力的工作来回馈组织(Hutchison, 1997)。员工可以知觉到的与其有关的支持行为有解决问题、指派工作、明确目标、督导监控、咨询、情感性支持、奖赏等几个方面(Amabile et al., 2004)。把员工知觉到的领导者支持行为分为任务导向的工具上的支持和关系导向的社会情感的支持。认为领导支持行为包括:创建有利的工作环境、发掘下属的能力、注重与下属沟通、给下属提供信息支持、明确下属的目标与职责以及奖赏认可下属知觉组织支持对下属的态度和行为起着重要的作用,认为组织管理者对下属提供的积极反馈和奖赏需要持续进行,因为只有在下属的期望得到满足或超过期望时,组织支持才会产生更大的影响力,促使下属产生取得更优秀绩效的动机(吕丽峰, 2006)。

2.8 知觉领导支持的测量

知觉领导支持的量表上认可度较高的测量量表。(Feij et al., 1995)等人追踪研究了新员工从学校进入公司的最初 18 个月间,新员工职业提高策略和内容创新的发展变化,该研究主要针对组织社会化问题和新员工的特征开发了知觉领导支持(PSS)量表。该量表为一维量表,共有 4 个题项,Armeli et al. (2004)根据之前的知觉组织支持测量量表制成 4 项题项的知觉领导支持量表,也是一维量表。随后, Jokisaaria and Nurmi (2009)动态研究了新员工进入组织知觉领导支持与组织社会化结果的关系,使用 Feij et al. (1995)开发的量表并去除一项重复项改良为 3 项题项的知觉领导支持量表分别为 1、我的领导常会在如何开展工作方面给予我建议, 2、我的领导常会对我的工作表现做出评价和反馈 3、我的领导常会给我安排一些提高技能和知识的工作任务,结果显示具有较好的信效度。

2.9 变量间的相关研究

2.9.1 人岗匹配与工作挫折感的关系研究

员工所感知的人岗匹配程度越高,越有助于提升员工的积极态度,并且员工会感受到在组织中获得更多好处,进而促进其表现出积极行为、而降低员工的消极工作情绪,提升个体和组织绩效(Guan et al., 2010)。人岗匹配程度越高,一方面表明员工所具备的知识、技能和能力等越能满足工作需要,越能提升个体对完成工作的信心,这也就是说,提升了员工的效能预期对工作充满自信;另一方面意味着员工对组织有更强的积极感受,认为自己的努力能够得到相应的回报,且满足自己的需要,也就是说提升了员工的结果预期,能够提高员工对于工作的热情,使员工感受到工作更加有自信,有能力去完成目前的工作,并能够将工作中的困难看做是一种挑战(林新奇、丁贺, 2017),而工作挫折感是当事人的一种主观感受。挫折反应和感受是形成挫折的重要方面,按照行为科学的观点,个人受挫折与否,是由他自己对动机、目的与结果之间关系的认识、评价有密切关系。预定目标达到了,便产生成功感;反之,则产生挫折感某件事情和情境对于一个人来说是挫折(Fox & Spector, 1999),员工不受尊重,缺乏成就感,受挫折,对工作失去信心,领导无情的批评很可能引起工作人员的不满,从而导致挫折感:工作的性质与成员不匹配,员工的能力和工作的性质不匹配,他们被分配到的工作,是否有能力胜任,这些都容易让他们陷入挫折的沮丧中(苟萍, 2008)。但人岗匹配能够提高员工对于工作的自信心,提升员工的效能预期,结果预期,增强员工对于工作的积极性,工作性质与员工本身想匹配,也就是说人岗匹配度高时员工认为工作是自我能够完成的其结果也是能达到自我想要的,自我效能感,并且同时员工所具备的技能也能满足当前工作需求。而挫折感是因为对于工作没有自信,达不到预期目标,那么当人岗匹配高时员工能够增加自信并具备相应的能力来应对挫折,并将挫折看成是一种挑战,而挫折奋进理论中当人们遭受挫折时,同样也会出现奋进看到自己的不足,突破当前瓶颈,取得成功而这和员工的知识,能力想关联(Longo et al., 2016)。也就是当员工人岗匹配高时员工的知识,能力,对于工作的积极性,自信,自我效能能够降低对于工作挫折的感受,将挫折看着是一种挑战因此提出假设:

H1: 人岗匹配负向影响工作挫折感

2.9.2 工作挫折感与工作瓶颈之间的关系

假设 H1 中, 人岗匹配负向影响工作挫折感, 高人岗匹配能够降低员工的工作挫折感, 增加工作的自信心, 此时人岗匹配下的员工的挫折感处于较低的状态, 较低的工作挫折感员工表现出拥有工作信心, 愿意将挫折感看做是一种挑 (Wang *et al.*, 2014), 工作瓶颈为个体感觉到职业生涯的期望与现实工作存在一定差距时, 即存在工作瓶颈的感觉, 感知目前工作难以进展, 难以突破, 从而产生的对工作失去信心, 对自我失去信心的情绪低落的一种心理状态 (Schein, 1971), 是员工个体对职业发展的主观感受 (Chao & Gardner, 1989), 挫折感是因为对于工作没有自信, 达不到预期目标, 那么当人岗匹配高时员工能够增加自信并具备相应的能力来应对挫折, 员工挫折感降低, 而较低的工作挫折感, 使员工增加自信, 并将挫折看成是一种挑战, 而挫折奋进理论中当人们遭受挫折时, 同样也会出现奋进看到自己的不足, 突破当前瓶颈, 取得成功而这和员工的知识, 能力相关联 (Longo *et al.*, 2016), 也就是说人岗匹配度高时员工对于挫折感的感受减弱, 同时将挫折看成是一种挑战去进行突破, 从而去对工作进行突破, 增加对于工作的自信心, 减少对于工作瓶颈的感知。因此提出假设:

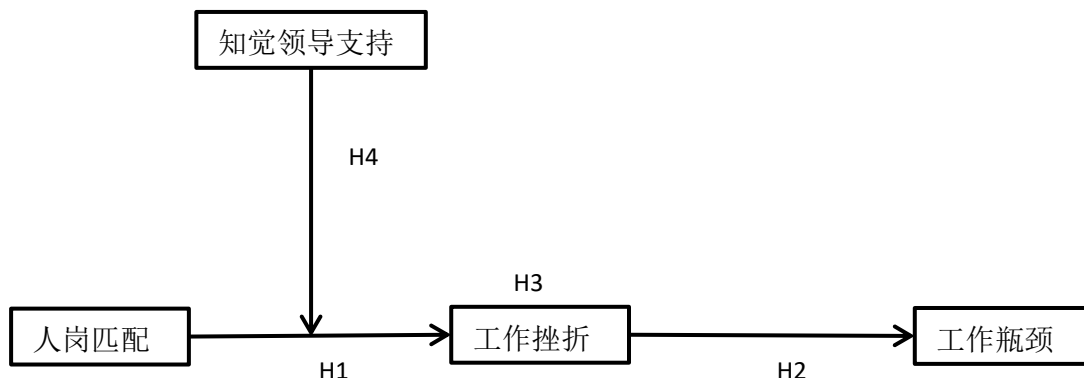
H2: 低工作挫折感正向影响工作瓶颈

H3: 工作挫折感在人岗匹配与工作瓶颈之间起中介作用

2.9.3 知觉领导支持的调节作用

知觉组织支持依赖于组织的支援或是支持, 它是存在于员工心中的一种信念。员工知觉到组织如何对待他们, 经由知觉和归纳后, 对组织的态度下判断。当员工的种种需求得到满足时, 员工对组织的知觉和信念是属于比较正向的看法, 正向的信念会使员工对自己的贡献和组织的支持比较容易达到平衡点, 进而满意组织的种种政策和制度, 基于互惠, 员工也会提高自己对组织的承诺, 以更加努力的工作回馈组织 (Hutchison, 1997), 知觉领导支持下员工可以知觉到的与其有关的支持行为有解决问题、指派工作、明确目标、督导监控、咨询、情感性支持、奖赏等几个方面 (Amabile *et al.*, 2004), 知觉领导支持可以满足员工的社会情绪的需求, 让员工感受到尊重、关心和认可, 可促进员工和组织中的其他成员的合作并认可自己在社会上的角色; 知觉领导支持可以强化员工有努力表现就会有回馈的信念, 而这样的信念可以增加员工的工作绩效、工作满意度, 减少离职, 提高组织承诺 (Feij *et al.*, 1995), 知觉领导下员工感知到领导是支持自我, 关心自我的, 而领导的支持往往能够提高员工的工作自信心, 形成安全的心理状态 (Edmondson, 1999), Parker and Williams (2006) 研究发现知觉领导支持高的新员工更能感受到团队的成功欲望。赵欣等人 (2011) 在对主动行为的研究述评与展望中, 认为领导支持是员工主动社会化行为的重要前因, 变革型领导、参与式领导与领导支持能够激励员工进行创新, 超越原有期望, 增强角色参与, 建立自我信心, 加强自我转变, 提高个人觉悟, 将组织目标转化为个人目标在假设 H1 中人岗匹配能够使员工表现出自信, 而降低员工的工作挫折感, 而知觉领导支持能够帮助员工建立自信增加自信, 因此提出假设:

H4: 知觉领导支持对人岗匹配与工作挫折感之间具有正向调节作用



2.10 研究框架图

本研究基于上 H1、H2 与 H3 构建出本研究的研究框架图，如下图一所示：

3 研究方法与设计

3.1 变量的衡量工具

3.1.1 人岗匹配的衡量工具

人岗匹配的测量认可 Wu *et al.* (2011) 测量方式从供给—价值匹配，需求—能力匹配，以及需求—供给匹配，进行测量共 9 个题项，如下表一所示：

表二 人岗匹配量表

维度	题项	资料来源
需求—供给匹配	1. 我的工作在很大程度上能够满足我的需求。 2. 单位提供给我的报酬（物质）与我的需求相符。 3. 单位提供给我的报酬（非物质上的）与我的需求相符。	Wu <i>et al.</i> (2011)
供给—价值匹配	1. 目前的工作价值与我的目标相匹配 2. 目前的工作内容与我的兴趣相匹配 3. 目前的工作方式与我的工作偏好相匹配。	
需求—供给匹配	1. 目前工作对我的要求和所具备技能、知识相匹配。 2. 在工作经验方面，我认为自己和当前的工作相匹配。 3. 我的自身价值以及能力和目前岗位相匹配。	

资料来源：本研究整理

3.1.3 工作挫折感的衡量工具

工作挫折感的的衡量本研究认可 Peter *et al.* (1980) 的量表该量表包括 6 个题项，分别从内部，外部挫折来对工作挫折感进行测量如：这份工作带给我很多挫折感；做这份工作是一种让人非常有挫折感的经历；总的来说，我很少在这份工作中感受到挫折感等，如下表二所示：

表二 工作挫折感量表

维度	题项	资料来源
内部挫折	1. 面临挫折时，我没有自信应对。 2. 面临工作没进展时，我感到焦急万分。 3. 面临工作难题时，我不想再继续工作。	Peter <i>et al.</i> (1980)
外部挫折	1. 努力完成我的工作很少会使我有挫折感。 2. 工作给我带来挫折感。 3. 总体来讲，我在工作上很少会有挫折感。	

资料来源：本研究整理

3.1.5 工作瓶颈的衡量工具

工作瓶颈的衡量本研究参考 Schein (1971) 的量表，如下表三所示：

表三 工作瓶颈量表

维度	题项	资料来源
升职瓶颈	1. 在当前工作当中我升职率很低。 2. 在当前工作当中我的升职可能性很小。 3. 在当前的工作当中我感觉我的职务很不理想。 4. 与同事相比我的升职率很低。	Schein (1971)
薪酬瓶颈	1. 在当前的工作中，我薪资提升很慢。	

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| 能力瓶颈 | 2. 在当前工作中，我的报酬增长的可能性很小。
3. 在当前的工作中，我对我的报酬很不理想。
1. 在当前的工作中，我的能力很难得到提升和锻炼。
2. 在当前的工作中，我很难掌握与工作相关的新技能。
3. 在当前的工作中，我的能力没法得到突破。 |
|------|--|
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资料来源：本研究整理

3.1.7 知觉领导支持的衡量工具

知觉领导支持的测量工具参考陆文杰（2016）的量表与集合本研究导师商讨后，得到知觉领导支持的量表，如下表四所示：

表四 知觉领导支持量表

题项	资料来源
1.在工作的开展上，我的领导会给予我很好的建议。 2.在我的工作表现上，我的领导会做出很好的评价和反馈。 3.我的领导经常会安排一些提升高技能和知识的工作任务给我。 4.我的领导经常会关心我的工作是否顺利。	陆文杰（2016）

资料来源：本研究整理

3.2 研究方法

3.2.1 研究对象和问卷收集

本研究主要探讨的是人岗匹配下员工挫折感的感受对于工作瓶颈的影响，由于疫情原因，本人所在地为重庆，朋友也聚集在重庆，并与他们进行交流沟通后，愿意进行协助问卷发放，考虑到这些因素，本研究采取便利抽样的方式，为了能够更好的采集数据，尽量选择较近的地区进行问卷发放，其次工作瓶颈为企业中存在的较为普遍的现象，几乎大部分员工都会进入到这一个时期，因此在样本的选择上选择工作当中的员工即可，因此本研究对重庆地区的4家科技企业，4家房地产企业，4家生产企业，4家电商企业的员工采取线上和邮寄的方式进行问卷发放，线上主要通过QQ、微信群进行转发，邮寄通过公司邮箱进行邮寄发放，并告知本次问卷用途，为了保证问卷的有效性参考学者Tinsley(1987)的建议，样本数因在与问卷题项数比例为1:5到1:10，本研究题数在35题，因此发放问卷数因在175—350份以上，在与导师商讨后，因为由于疫情期间问卷回收存在难度，因此预计发放500份问卷。

3.2.2 分析工具与分析方法

首先对问卷进行处理，剔除无效问卷，然后进行信度分析、结构方程模型检验、相关系数分析、聚合效度检验、区别效度检验、中介检验、调节检验。

4 预期研究成果

本研究预期会得到以下研究结果：1、人岗匹配会对工作挫折感产生负向影响，2、人岗匹配下的工作挫折感正向影响工作瓶颈，3、工作挫折感在人岗匹配与工作瓶颈之间能够起到中介作用，4、知觉领导支持正向调节人岗匹配与工作挫折感之间的关系。也即是说当员工与岗位之间的匹配度越高，员工在工作当中感受到的工作挫折感就越低，其员工感知到工作当中的工作瓶颈也会降低，领导的支持、关怀、帮助能够提高员工的工作激情和满意度，缓解工作当中员工感受到的工作挫折感。

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The Influence of Employees' Psychological Availability on Employees' Innovative Behavior Based on Enterprise Knowledge Sharing: Taking Error Communication Orientation as Mediator

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Abstract

In order to improve the market activity and advocate the innovation of the whole people in China, some enterprises have made investment, but the effect is not high. In order not to lose competitiveness, the frequency of innovation behavior is very important. This study uses snowball sampling method to investigate employees of many companies in Xi'an. A total of 493 questionnaires were collected and the data were analyzed to study the impact of employees' psychological availability on employees' innovative behavior. The results of this study are as follows: (1) having verified the relationship between employees' psychological accessibility and employees' innovative behavior, between employees' psychological accessibility and error communication orientation, and between error communication orientation and employees' innovative behavior; (2) having verified the mediating role of error communication orientation between employees' psychological accessibility and employees' innovative behavior; (3) having verified the moderating role of enterprise knowledge sharing between employees' psychological accessibility and error communication orientation as well as between error communication orientation and employees' innovative behavior.

Keywords: Employees' psychological accessibility, Employees' innovative behavior, Error communication orientation, Enterprise knowledge sharing

基于企业知识共享下的员工心理可得性对员工创新行为的影响研究：以差错沟通取向为中介变量

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摘要

中国为了提高市场活性倡导全民创新，部分企业进行了投资但收效不高。为了不丧失竞争力，创新行为的发生频率很重要。本研究采用非概率抽样中的滚雪球抽样法，通过问卷调查法、变量相关法和实证分析法研究员工心理可得性对员工创新行为的影响。预期成果为：员工心理可得性对差错沟通取向的影响？差错沟通取向对员工创新行为的影响？差错沟通取向在员工心理可得性和员工创新行为之间的中介作用？企业知识共享在员工心理可得性和差错沟通取向之间的调节作用？企业知识共享在差错沟通取向和员工创新行为之间的调节作用？

关键词：员工心理可得性；员工创新行为；差错沟通取向；企业知识共享

1. 绪论

1.1 研究背景

中国为了提高市场创新的活性，一直倡导全民创新，部分企业为了增强员工创新进行了大量的投资，但目前来看创新行为的产生效率并不高。社会发展速度快，企业只有不断地寻求创新才能找到更多机会。为了不丧失自身竞争力，员工创新行为的发生频率就显得特别重要，而创新成果是通过创新行为产出的(刘东，2019)，且不是每一次创新行为都能产出创新成果。本研究认为创新行为的发生频率对创新成果是有一定影响的，同时由于创新行为需要依靠员工进行(郭维维，2008)，所以本文研究聚焦于员工创新行为。创新本身具有不确定性，在创新结果没出现前容易失败也容易被他人不认可(颜惠虹，2016)，员工在创新活动之前对其拥有的可用资源的感知很重要，所以研究员工心理可得性对员工创新行为的影响也十分重大(王永跃、葛菁青、张洋，2016)。为了提升企业的创新效率，在加强创新能力时要激发员工自身的潜力，使其产生更多的创新行为，也就是要让员工对自己进行创新行为的评估变得更加顺利。所以员工心理可得性的研究是本文重点研究的变量之一。当创新行为中出现差错时，员工与他人进行请教探讨，或分析差错原因和解决方案等行为是需要很大的勇气来完成的，较高的差错沟通取向使员工个体在差错发生后采取积极应对策略(郭维维，2008)。所以员工差错沟通取向的程度就显得很重要，如果因为员工在差错沟通方面相对保守而导致同样的差错反复出现，或者对于工作中可能出现的创新点视而不见，这对企业创新能力的提高是有很大的副作用的。企业知识共享通过组织中的个体将其所了解的知识以各种共享的手段和方式向组织中其他的个体进行分享，使其个体所掌握的知识转化成为组织的知识资产来表现(徐瑞平、陈莹，2005)。所以本研究认为企业内员工之间分享差错产生原因和解决方案就是一种知识共享，企业知识共享与差错沟通取向对员工创新行为都有一定的影响，降低重复失误的可能性有助于提高企业创新效率。

结合上述内容，本研究认为员工强大的心理可得性可以促使他不断进行创新尝试，以此来提高创新产出的可能性。如果员工创新行为发生的过程中出现差错，高的差错沟通取向也使员工乐意通过企业知识共享对差错情况进行分享，促进创新能力的提高。所以本研究认为企业知识共享、员工心理可得性、差错沟通取向和创新行为这四个变量之间的关系和影响十分有研究价值，本研究希望结合参考文献对在企业知识共享的调节作用和和在差错沟通取向的中介作用下，员工心理可得性是如何影响员工创新行为的这个问题进行研究，通过分析问卷数据研究如何通过企业知识共享和差错沟通取向使员工心理可得性促进并激发员工创新行为。希望能通过本研究的成果对企业的创新发展提出可实践的建议，切实的对企业创新能力的提高有帮助作用。

1.2 研究动机

本文通过研究员工心理可得性与员工创新行为的关系，可以让企业认识到拥有知识共享机制的重要作用，在实际的工作中，保持良好的企业知识共享机制，对于促进员工创新行为的发生是有积极作用的。高的差错沟通取向能够让企业更好的理解员工心理可得性没能调动员工创新行为积极性的原因，根据实际的需要，在工作中及时的给予员工支持与帮助，让员工拥有更多的可用资源，可以更好的激励员工主动创新。同时员工面对差错有积极的态度，通过错误学习到有用的知识并应用到创新行为上，这对企业创新是有巨大推动作用的。

1.3 研究目的

本文旨在对企业知识共享、员工心理可得性、差错沟通取向和员工创新行为这四个变量之间的关系和影响进行研究，结合量表设计本研究的调查问卷，并通过对国内文献和调查问卷数据的分析，对四个变量之间的关系假设作出进一步的检验，探究在企业中员工的个人心理可得性应该如何通过企业知识共享和良性的差错沟通取向的影响来激发员工的创新行为，从而有效提高创新的效率，对企业创新的产生作出积极的影响。所以本文的研究分为以下四个部分：

一、通过对调查问卷数据的实证检验，验证员工心理可得性和差错沟通取向以及差错沟通取向和员工创新行为之间的关系；二、通过实证检验，验证差错沟通取向的中介作用，即差错沟通取向在员工心理可得性和员工创新行为之间是否起中介作用；三、通过实证检验，验证企

业知识共享的调节作用，即企业知识共享在员工心理可得性和差错沟通取向以及差错沟通取向和员工创新行为之间是否起调节作用；四、根据研究的结果，从员工心理可得性、差错沟通取向、企业知识共享的角度对员工创新行为提出有促进意义的应对措施和建议。

1.4 研究创新

以往关于差错取向的研究多是从整体层面进行分析，郭维维（2008）从整个差错取向的层面对创业者差错取向和创业绩效之间的关系进行研究，本研究在王重鸣与洪自强（2000）的研究基础上，着重于研究差错沟通取向这一个层面，从差错沟通取向视角通过“沟通”行为来探究员工心理可得性和员工创新行为之间的关系，在研究层面具备一定的创新性，对该视角中的员工创新行为影响因素及机理的研究不足进行了弥补。王永跃等人（2016）将心理可得性作为中介变量来研究领导风格与员工创新行为之间的关系，为本文在员工心理可得性方面的探索提供了部分角度。结合他们的研究，本文将从员工自身视角来探究员工心理可得性，在研究视角上具备一定的创新性。本研究以员工个人意愿为主，更加清晰的了解员工自我评估的情况与员工创新行为之间的关系，同时尝试发现如何解决不同年龄、职位的员工对于创新行为自我感知不良的问题，从而寻求更有效的解决办法。王国保与宝贡敏（2010）提出早前在知识共享量表的研究方面是国外研究偏多，这些量表对中国文化背景研究并不完全适用。本研究基于王国保与宝贡敏（2010）开发的知识共享量表来对本文中企业知识共享这一变量进行衡量，突破了以往研究采用国外学者研发的知识共享量表的局限性；孙永波与刘竞言（2020）从知识共享视角出发探究企业创新，本研究在员工创新层面拓宽了研究领域。

1.5 研究意义

理论意义：本文从差错管理中的差错沟通取向视角对员工心理可得性和员工创新行为之间的影响进行探究，对员工创新行为在差错沟通取向这一视角中的影响因素和机理研究不足进行弥补和完善，以此来探究企业知识共享在员工心理可得性、差错沟通取向和与员工创新行为之间是否具有调节作用，对企业管理实践带来了新的启发，观察企业的目标、战略、组织和个人活动之间是否达到协调，有利于人们更好的认识员工心理可得性和员工创新行为之间的关系，加强对员工心理可得性和员工创新行为的关注，推进这两个变量的理论和实践研究，进一步丰富和发展员工心理可得性理论和员工创新行为理论。

实践意义：创新行为的产生是基于员工不断地试错，勇于先人一步，发现新事物的结果。员工对自身心理可得性的积极感知可以促进其做出创新行为的尝试，积极的心理可得性也帮助差错沟通取向变得良性，在企业知识共享的环境下乐于将创新行为得到的经验和教训分享给其他员工。这样一定程度上是可以对创新行为带来帮助的，能有力降低创新行为再次出现失误的可能性。同时员工应该及时在创新理念初成、创新行为探索和最终成果产出时与其他员工分享，避免在不清楚的情况下进行重复的创新，减少重复工作，提高企业创新效率。本研究对员工心理可得性与员工创新行为的影响进行实证分析，对其影响机制进行剖析。通过分析得出的结论将有利于企业对员工心理可得性进行针对性的培养，为企业在员工层面的创新发展战略提供决策依据，对积极响应国家创新要求、加强企业创新能力具有一定的现实指导意义。

1.6 研究问题

通过对文献和研究结果的梳理和分析，提出本研究的研究问题，具体内容如下：

一、验证员工心理可得性和员工创新行为、员工心理可得性和差错沟通取向以及差错沟通取向和员工创新行为之间的关系；二、验证差错沟通取向在员工心理可得性和员工创新行为之间的中介作用；三、验证企业知识共享在员工心理可得性与差错沟通取向之间和差错沟通取向与员工创新行为之间的调节作用。

2. 文献综述与研究假设发展

2.1 员工心理可得性对员工创新行为的影响

Kahn (1990) 提出心理可得性是在某个特定的场合，个体对自身具有的生理、心理和情绪资

源的一种可用感知。May et al. (2004) 将心理可得性定义为一个个体在进入某个新的角色时对自己能够调动资源的感知, 这种资源有的是生理资源, 有的是情绪资源, 有的是认知资源。Byrne et al. (2016) 基于 May et al. (2004) 的理论将心理可得性划分为三个维度, 其中情绪维度是指在情绪感情方面对工作准备情况的自我评估; 认知维度是指在精神思考方面对工作准备情况的自我评估; 生理维度是指在身体精力方面对工作准备情况的自我评估。高的员工心理可得性可以加强员工自信心, 有利于员工工作的开展。Zhou and George (2000) 提出员工创新行为是由“创新构想产生”和“创新构想实施”这两个阶段构成的。黄致凯 (2004) 通过实证研究发现在中国特色文化背景下的员工创新行为分为两个部分, 创新构想的产生和创新构想的执行。通过提升员工心理可得性, 可以加强员工对自身可用资源的感知, 在产生创新构想时更容易通过运用自身可用资源进一步尝试并实施创新构想, 有利于提高创新行为产生的频率, 加强企业整体创新能力。

结合上述文献内容, 本研究认为员工心理可得性的提高使员工对工作更有信心, 愿意运用自身可用资源对工作中的新领域进行尝试, 有利于创新构想的产生, 对员工创新行为有正向的影响。综上所述, 本文提出如下假设:

H1: 员工心理可得性正向影响员工创新行为。

2.2 员工心理可得性对差错沟通取向的影响

Kahn (1990) 提出心理可得性是在某个特定的场合, 个体对自身具有的生理、心理和情绪资源的一种可用感知。Byrne et al. (2016) 基于 Kahn (1990) 的理论将心理可得性划分为三个维度, 其中情绪维度是指在情绪感情方面对工作准备情况的自我评估; 认知维度是指在精神思考方面对工作准备情况的自我评估; 生理维度是指在身体精力方面对工作准备情况的自我评估。颜惠虹 (2016) 提出员工的差错沟通取向是员工在面对差错时向其他个体交流时所表现出来的行动倾向。员工心理可得性的高低程度可以改善员工在创新中遇到差错时的状态, 对差错沟通取向是有一定影响的。

结合以上几位学者的观点, 本研究认为员工心理可得性中与差错沟通取向这一员工特质有关。当员工心理可得性高时, 情绪的自我调节能力较强, 身体精力的准备情况较好, 将精神集中于工作的程度较高。当工作中出现差错时, 员工能及时整顿自身, 愿意积极去向领导、同事沟通或寻求帮助, 调动一切可用资源来解决差错, 同时其他个体犯错时, 员工自身也不会藏私, 而是选择告知他人自己所知的差错解决之道 (颜惠虹, 2016)。如果员工心理可得性低, 对于工作没有自信, 可能出现差错的概率也会提高。同时在出现问题的同时也不愿意寻求他人帮助, 更难将情况和企业其他员工分享。综上所述, 本文提出如下假设:

H2: 员工心理可得性正向影响差错沟通取向。

2.3 差错沟通取向对员工创新行为的影响

Zhou and George (2000) 提出员工创新行为是由“创新构想产生”和“创新构想实施”这两个阶段构成的。黄致凯 (2004) 通过实证研究发现在中国特色文化背景下的员工创新行为分为两个部分, 创新构想的产生和创新构想的执行。郭维维 (2008) 提出在行动中, 由于人的认知局限, 差错不可能完全避免, 所以在差错发生后, 个体对差错的反应将至关重要。差错沟通取向指在遇到差错时求助他人, 并将自己的差错和解决方案、预防方法告诉他人。差错沟通取向在工作中较为重要, 有助于推动组织学习和个体学习, 促进个体进步和组织发展。吴婵娟 (2019) 的研究证实差错取向显著正向预测员工创新行为。差错沟通取向是差错取向多个维度其中的一个非常重要的维度 (Frese, 1991), 所以本研究推断差错沟通取向对员工创新行为有正向影响。

本研究结合上述学者的研究认为员工创新行为不是一蹴而就的, 在创新构想产生的过程中难免会出现问题, 高差错沟通取向使员工创新行为在出现差错时, 其自身愿意采取积极的应对策略, 不消极, 不逃避, 积极解决问题, 在一定程度上可以保证“创新构想的执行”这一阶段的成功率, 对员工创新行为有着一定的正向影响。综上所述, 本文提出如下假设:

H3: 差错沟通取向正向影响员工创新行为。

2.4 差错沟通取向在员工心理可得性和员工创新行为之间的中介作用

王永跃等人(2016)提出心理可得性对员工创新行为是有影响的,这个影响是通过心理可得性的三个维度来进行的。因为创新行为的过程中充满了风险以及不确定因素,心理可得性高的员工在面对风险时,由于自身拥有充足的资源,对自己能顺利规避风险充满信心,一定程度上降低了不确定因素对创新行为带来的影响(Vinarski-Peretz & Carmeli, 2011)。同时心理可得性高的员工在创新工作的参与和投入上都有更高的水平(Chikoko et al., 2014),对创新行为水平的提升也有一定影响。员工创新行为又分为创新构想的执行和创新构想的产生两个阶段(黄致凯, 2004)。

本研究认为在员工心理可得性高的时候,面对自身在创新工作中出现的问题会积极解决,同时和其他同事分享解决方法。当他人创新工作中出现差错时,也愿意帮助他人更好地解决这个问题。俗话说“失败是成功之母”,员工高的差错沟通取向有利于员工在“创新构想的产生”这一阶段将之前的差错经验进行总结,避免提出的创新构想中涵盖之前出现过的问题;同时也可以帮助他们在“创新构想的执行”阶段中提高创新成功率,也可以通过自身较高的心理可得性调动其他员工的创新经验等资源进一步实施创新构想,这样也有利于员工创新行为的实现。综上所述,本文提出如下假设:

H4: 差错沟通取向在员工心理可得性和员工创新行为之间具有中介作用。

2.5 企业知识共享在员工心理可得性和员工创新行为之间的调节作用

徐瑞平与陈莹(2005)提出企业知识共享是指将组织中个体的知识(包括显性知识和隐性知识)通过各种共享手段(如语言、图表、比喻、类比)和方式(如电话、网络、面谈)向组织中的其他个体进行分享,将个体知识资产转为组织知识资产的活动。May et al. (2004)将心理可得性定义为一个个体在进入某个新的角色时对自己能够调动资源的感知,这种资源有的是生理资源、有的是情绪资源,有的是认知资源。通过企业知识共享转化而来的组织知识资产在员工的工作调动中,其作用相较个体资源肯定是更大的。当员工心理可得性程度因此得到提高后,员工在工作过程中面对出现的差错也更加从容不迫;当自己无法解决时,也可以通过企业知识共享找到有经验的人进行咨询,更好的处理工作中的差错问题。企业知识共享转化的组织知识资产也为员工创新行为的产生阶段提供理论上的帮助,提升创新产生的可能性;在创新执行阶段通过对组织知识资产的了解,可以一定程度上避免不利情况的发生,将他人的创新经验转化为推动创新执行的动力,对员工创新行为的产生有一定的积极影响。

所以,本研究认为企业知识共享在员工心理可得性和员工创新行为之间是具有一定调节作用的。企业知识共享可以帮助员工提高自身的心理可得性,同时因为心理可得性高的员工对工作更有信心,在良好的企业知识共享下也利于推动员工创新行为的实现。综上所述,本文提出如下假设:

H5: 企业知识共享在员工心理可得性和员工创新行为之间具有正向的调节作用。

3. 研究方法与设计

3.1 变量操作型定义与衡量

3.1.1 企业知识共享

本研究采用徐瑞平与陈莹(2005)的研究认为企业知识共享是企业内的员工之间能将工作经验、教训等知识通过多种手段和方式进行分享的一个环境或手段,对员工创新行为有着很大的影响。本研究采用王保国与宝贡敏(2010)编制的量表来对企业知识共享这一变量的维度进行划分,因为该量表更适用于中国文化背景下的知识共享研究。王保国与宝贡敏(2010)将知识划分为两种,一般知识是指普通技能、经验和容易获取的信息等不影响直接利益的知识,关键知识是指对自己关系重大、影响自己企业地位和发展前途的知识。在该量表中将知识共享分为四个维度:一般知识收集、一般知识贡献、关键知识收集和关键知识共享,共包含16个题项。

3.1.2 员工心理可得性

本研究采用吴婵娟（2019）的研究认为员工心理可得性是指员工在进行新工作前结合工作内容需要对于其自身及周围（如企业内）相关的可调动资源的自我感知和评估，包括情绪资源、认知资源和生理资源等等。由于 Byrne *et al.* (2016) 所编制的 7 题项心理可得性量表相较 May *et al.* (2004) 的量表年代较近，且对心理可得性这一变量的测量维度进行了细致的划分，因此本研究将采用 Byrne *et al.* (2016) 所编制的 7 题项心理可得性测量量表对本研究中员工心理可得性这一变量进行测量，同时也采用 Byrne *et al.* (2016) 对心理可得性的维度划分标准作为本研究中员工心理可得性这一变量的划分标准，将其分为情绪、认知和生理三个维度，情绪维度是指在情绪感情方面对工作准备情况的自我评估；认知维度是指在精神思考方面对工作准备情况的自我评估；生理维度是指在身体精力方面对工作准备情况的自我评估。该量表共包含 7 个题项。

3.1.3 差错沟通取向

本研究采用颜惠虹（2016）的研究认为差错沟通取向就是员工在面对差错时向其他个体交流时所表现出来的行动倾向。由于差错沟通取向是差错取向多个维度中的一个非常重要的维度 (Frese, 1991)，所以本研究将着眼于差错沟通取向这一视角，将测量规定为单维度。由于中国学者们尚未编制出适用于中国文化特色的差错取向测量量表，所以本研究在差错沟通取向这一变量的测量方面将采用 Rybowskiak (1999) 开发的 EOQ (Error Orientation Questionnaire) 量表和 Van Dyck *et al.* (2000) 开发的 EMCQ (Error Management Culture Questionnaire) 量表，结合王重鸣与洪自强（2000）翻译的中文版量表来制定本研究的差错沟通取向量表，共包含 4 个题项。

3.1.4 创新行为

本研究采用 Scott and Bruce (1994) 的研究将员工创新行为视为一个行为的表现过程，认为员工创新行为是从在工作过程中产生新颖的想法并最终将其付诸于实践的一个复杂的过程。同时在变量的维度划分上，本研究采用王贵军（2015）的划分方式，结合中国特色文化背景将员工创新行为划分为两个维度，分别为“创新构想产生”和“创新构想实施”。本研究中的创新行为测量量表是采用王贵军（2015）在 Scott and Bruce (1994)、Kleysen and Street (2001) 以及 Zhou and George (2001) 研究结果的基础上结合中国特色文化背景所编制的量表。本研究中所采用的量表将创新行为划分为两个维度：创新构想产生和创新构想实施，共包含 8 个题项。

3.2 研究设计

3.2.1 样本和抽样的描述

本研究的调查对象主要是西安地区五家企业（西安智卓人力资源有限公司、陕西仙人掌服饰有限公司、西安星鑫芄韵模特经纪有限公司、陕西尚唯模特经纪有限公司和陕西瑞邦教育科技有限公司）内的员工。选择的原因是与这几家公司有直接人际关系，在调查问卷的发放方面以及问卷填写的质量方面都能有一定的保障。吴婵娟（2019）提出员工心理可得性是指员工在进行一项新工作前，结合工作内容需要对于其自身拥有及周围（如企业内）相关的可调动资源的自我感知和评估，包括情绪资源、认知资源和生理资源等等。同时本研究参考李相银与杨亚平（2002）的观点，认为企业创新的内容包含了组织创新、技术创新、管理创新、战略创新等多个方面，本研究认为在一个企业内，无论是哪个层级的员工都需要进行创新，都应该在自己的工作领域进行创新的发现和实现，一般员工可能是在具体的工作执行过程中发现创新，而管理层也需要在行政管理的工作中进行创新，所以本研究的调查将面向整个企业内的员工进行。

通过本研究对量表的综合分析整理，结合本研究的研究问题和动机，最终确定了包含 39 个问题的调查问卷，具体的调查问题参考附录。吴明隆（2003）曾提到，进行研究调查时，题项数与预试样本数的比例大约为 1:5 至 1:10 之间。为了保证本研究的调查样本具有代表性和可靠性，本研究拟采用题项数与预试样本数为 1:10 的比例，选取调查问卷题数的 10 倍为总样本数，即至少发放 390 份调查问卷，考虑到无效问卷的存在，本研究决定共发放 500 份调查问卷。

3.2.2 数据搜集方法

本研究将采用非概率抽样中的滚雪球抽样法通过问卷星平台进行问卷发放。网络调查是一种比较客观的调查方式,受众广泛,可以开拓调查的宽度和深度;网络调查能够节约调查经费、提高问卷的回收率以及节省调查时间、缩短调查期限等等(陈年红、方国斌,2008)。问卷星平台填写过程较简单,降低了不擅长使用手机或电脑的参与者的填写难度;可以通过微信、QQ等通讯渠道转发,便于发放问卷;后台可以很直观的看到填写情况,便于删除无效问卷。由于传统数据收集方法如电话、面访等方式的成本上升、回答率下降等问题,使概率抽样调查的难度增大;而非概率抽样无须构造抽样框,且具有时间短、成本低、效率高的特点,因此现在许多抽样都采用非概率抽样(刘展、潘莹丽、涂朝凤、张梦,2021)。滚雪球抽样方法是以若干个具有所需特征的人为最初的调查对象,然后依靠他们提供合格的调查对象,再由这些人提供第三批调查对象,依次类推,样本如同滚雪球般由小变大(米子川、聂瑞华、卫军,2016)。

3.2.3 数据分析方法

本研究在设计好调查问卷后将问卷交给选取公司的领导层,在他们的帮助下将调查问卷一层一层地进行下发并完成填写。问卷回收后将对问卷填写情况进行筛查,删除无效问卷。本研究采用的无效问卷筛选方式有以下两点:1、所有题目选择同一个选项;2、由于本研究探讨的是企业内的员工创新,员工应该对自己的工作内容有一定的工作经验,将选择年龄在“25岁及以下”,学历“研究生以上”,在本单位的工作年限为“1年及以下”选项的问卷作为无效问卷。本研究采用谭亚莉(2005)的观点,认为研究生学历、年龄在25岁及以下并且在本单位工作年限为“1年及以下”的员工为新员工,新员工入职后有一个工作适应的过程,在这个过程中对企业工作的流程、内容和本质不够熟悉,出现创新行为的可能性很低,对本研究的意义不大。

将回收并筛选过的有效问卷运用 SPSS 统计分析软件和 AMOS 结构方程建模软件对数据进行录入,完成赋值、测量值分类和计算变量,结合信度分析、效度分析、回归分析、描述性统计分析及相关性分析对调查数据进行分析并得出数据结论,研究企业知识共享、员工心理可得性、差错沟通取向和员工创新行为这四个变量的之间的关系,以此来作为本次研究的数据基础,对企业或组织实际中出现的问题提出更加完善的解决对策。具体分析方法如下:

本研究参考曾五一、黄炳艺(2005)的观点,认为效度是指测量结果的正确程度,即测量结果与试图测量的目标之间的接近程度。就调查问卷而言,是指问卷能够在多大程度上反映它所测量的理论概念。本研究使用 AMOS 对数据进行效度分析,主要包括量表的内容效度、结构效度、收敛效度和区别效度等。对分析得出的 χ^2/df 、RMSEA 等结果进行观察,若分析结果符合检验参数,则证明量表结构与模型的拟合程度高。

调查问卷的可信度(亦称信度)是指问卷调查结果所具有的一致性或稳定性的程度。较高的一致性即意味着同一群受访者接受关于同一项目的各种问卷调查所得到的各测量结果间显示出强烈的正相关;稳定性则是指在前后不同的时间内,对相同受测者重复测量所得结果的相关程度,如果一群受访者在不同时空下接受同样的问卷调查时,结果的差异很小,则说明调查问卷具有较高的稳定性(曾五一、黄炳艺,2005)。本研究使用 SPSS 统计分析软件对数据进行信度分析,对分析得出的克隆巴赫系数进行观察,根据曾五一、黄炳艺(2005)的观点,一般而言,Cronbach's α 系数大于 0.8 表示内部一致性极好,在 0.6~0.8 表示较好,而低于 0.6 表示内部一致性较差。在实际应用上,Cronbach's α 系数值至少要大于 0.5(Nunnally, 1978)。

描述性统计是描绘或总结观察量的基本情况的统计总称,是运用制表、分类、图形和计算概况性的数据来对数据特征进行描述的各项活动。描述性统计分析要对调查总体所有变量的有关数据进行统计性描述(李启斌,2011)。本研究使用 SPSS 对数据中的性别、年龄、学历等特征变量进行名义尺度的描述性统计分析,得出频率、百分比等结果;再对本研究框架中涉及到的四个变量进行描述统计,得出最大值、最小值、均值、标准偏差、偏度系数和峰度系数,对两个结果进行整理,发现特征变量与研究框架中涉及的四个变量之间的关系和规律。

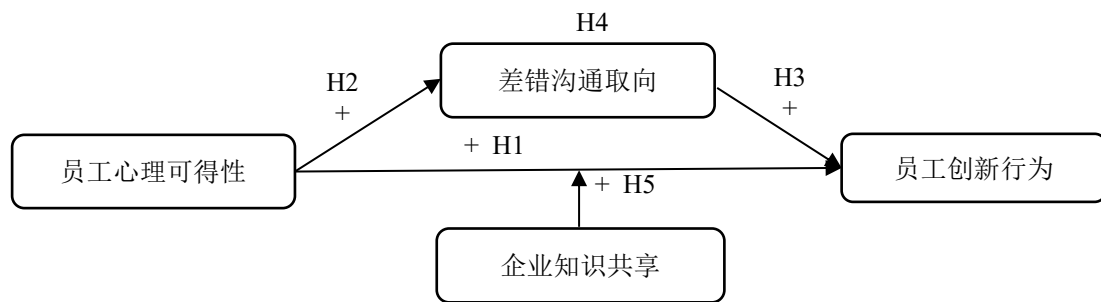
本研究参考何晓群、刘文卿(2001)的观点,认为回归分析是指确定两种或两种以上变量

间相互依赖的定量关系的一种统计分析方法。本研究使用 SPSS 对数据进行线性回归分析，以分析自变量与因变量的为例，通过观察分析结果中模型摘要里的“R²”（拟合度），来判断自变量能否对因变量作出解释；观察 ANOVA 中的“显著性”是否小于 0.05，若小于 0.05，则表示其线性关系是显著的；观察系数 α 中的“显著性”和“VIF”，若显著性小于 0.05，则可以证明显著性，表示建立的线性模型是恰当的，若 VIF 小于 10 说明两个变量之间不存在多重共线性。

相关性分析是指对两个或多个具备相关性的变量元素进行分析，从而衡量两个变量因素的相关密切程度。相关性的元素之间需要存在一定的联系或者概率才可以进行相关性分析。度量变量之间的相关程度，并用适当的统计指标表示出来，这个过程就是统计相关性分析（樊嵘等人，2014）。本研究使用 AMOS 对五个变量进行相关性分析，在相关性表格中，相关系数的右上角出现*号，说明两个变量之间存在相关性（* 代表 $p < 0.05$ ，** 代表 $p < 0.01$ ，***代表 $p < 0.001$ ）。

3.3 研究框架图

本研究的自变量为员工心理可得性，因变量为员工创新行为，中介变量为差错沟通取向，调节变量为企业知识共享，根据对变量相关文献的梳理和分析，结合本研究所提出的 5 个研究假设，绘制的研究框架图如下图（图一）所示，其中“+”号表示正向影响：



图一 研究框架图

资料来源：本研究整理

4. 研究成果

4.1 研究成果

数据收集开始时间为 2021 年 3 月 8 日，截止时间为 2021 年 3 月 12 日，通过问卷星平台共回收问卷 493 份，删除无效问卷 51 份，最终得到 442 份有效问卷，问卷有效率为 89.7%。回收问卷后对填写情况进行筛查，删除无效问卷。对调查数据进行思维加工，对变量关系进行深入分析。运用 SPSS 统计分析软件和 AMOS 结构方程建模软件对回收的有效问卷数据进行分析，得出数据结论，对企业或组织实际中出现的问题提出更加完善的解决对策。通过对数据结论的分析，研究企业知识共享、员工心理可得性、差错沟通取向和员工创新行为这四个变量的之间的关系、影响程度和方向，以此作为本次研究的数据基础。

根据分析结果讨论研究假设是否成立，得出研究结果支撑研究假设：员工心理可得性能够显著正向预测员工创新行为；员工心理可得性能够显著正向预测差错沟通取向；差错沟通取向能够显著正向预测员工创新行为；差错沟通取向在员工心理可得性与员工创新行为之间的关系中起到中介作用；企业知识共享在员工心理可得性与员工创新行为之间的关系中起到调节作用，各个假设均可得到证实。在研究成果的基础上，本研究对员工心理可得性对员工创新行为的影响机制进行了探讨，通过得出的结论可以在一定程度上对相关研究进行补足，同时也可以为企业在提高员工心理可得性、帮助员工树立良好的差错沟通取向以及完善企业知识共享等方面提

供有效的管理建议，以此来促进员工创新行为的出现，帮助企业创新能力进一步的提高。

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The Influence of Over-qualification in Employment on Turnover Intention: Taking Work Alienation as Mediator and Workplace Friendships as Moderator

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Abstract

With the popularization of higher education today, the competition for academic qualifications is becoming more and more intense in the competition for jobs, which will undoubtedly cause the problem of over-qualification. Over-qualification puts forward new requirements for enterprise managers and human resource management. Whether employees will feel alienated from work due to over-qualification, which will further affect employees' resignation intention, and whether workplace friendship can be used as a moderating variable between over-qualification and resignation intention. It is the focus of this study to prove through empirical analysis.

Keywords: Over-qualification, resignation intention, work alienation, workplace friendship

资质过剩对离职意愿的影响： 以工作疏离感为中介，以职场友谊为调节

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摘要

在高等教育普及化的今天，就业竞争中学历竞争愈演愈烈，这毫无疑问会造成资质过剩的问题。资质过剩对于企业管理者和人力资源管理提出了全新的要求，员工会否因资质过剩而产生工作疏离感，进一步影响到员工的离职意愿，职场友谊又是否可以作为影响到资质过剩与离职意愿之间的调节变量。是本研究将通过实证分析去进行证明的重点。

关键词：资质过剩、离职意愿、工作疏离感、职场友谊

1.绪论

本章共使用五节对本研究进行了基本介绍。第一节对本研究的研究背景与动机进行介绍；第二节对本研究的研究目的与研究问题进行介绍；第三节对本研究的流程进行介绍；第四节对本研究的理论和现实意义进行介绍；第五节对本研究的创新点进行了介绍。

1.1 研究背景与动机

全球有 47% 的个体认为自己处于“过度胜任”的状态，在中国香港地区和中国大陆地区，分别有 71% 和 65% 的员工报告说其才智高于同事 (Lin et al. 2017)。吴孟依与姜红玲 (2020) 对资质过剩的研究综述中提出，已有针对资质过剩感的研究基于相对剥夺、适配和公平认知等视角，较为充分地揭示了员工资质过剩感知所带来的消极影响。研究表明，其对员工亦有诸多负面影响，与工作满意度、组织承诺、心理幸福感、组织公民行为等负相关；与离职意向、工作寻找行为、反生产工作行为、负面情绪等正相关 (乔坤、杨晨露, 2021)。工作不能满足员工需要或与员工预先期望不同，导致员工与工作被分隔的心理状态，因此资质过剩便有可能引

发员工的工作疏离感（谢文心等人，2015）。Jaramillo and Mulki (2008) 认为，具有相对较高的工作疏离感员工会将自己与工作环境分开，且会减弱工作中的社交互动，从而会引起对工作和组织的低承诺。继而引发员工产生离职倾向（聂晶，2019；仲欣，2019）。Fine (2007) 认为良好的人际互动能创造一个良好气氛与环境，而职场友谊能使工作变得轻松愉快，亦有助于增加组织凝聚力。

本研究希望通过实证分析，揭示各变量之间的相互关系，从而通过对研究结论的分析，可以对相关从业者提出实务建议，帮助企业和相关从业者提升人力资源管理效率。

1.2 研究目的

根据前文所述的研究背景与研究动机，本研究的研究目的是，通过实证分析及探讨，了解“资质过剩”、“工作疏离感”、“离职意愿”、“职场友谊”之间的关联性及其相互影响，并探讨如何最大程度减少职场偏差行为。

1.3 研究问题

根据研究目的，具体总结出研究问题如下所示：

- (1) 资质过剩对工作疏离感和离职意愿是否具有显著影响？
- (2) 工作疏离感对离职意愿是否具有显著影响？
- (3) 工作疏离感在资质过剩与离职意愿的相关关系间具有中介作用？
- (4) 职场友谊在资质过剩与工作疏离感、工作疏离感与离职意愿的关系中是否有调节作用？

1.4 现实意义

本研究冀望，通过研究相关影响因素，对组织管理和人力资源管理从业者提供相关的参考，更加合理的配适社会人力资源状况，尽可能的在招聘时，就减少资质过剩状况的产生，减低后续的离职风险。在资质过剩的大环境下，通过降低工作疏离感，或运用团建等手段提升职场友谊等方式，降低离职意愿。

1.5 研究创新点

(1) 过去研究（聂晶，2019；刘松博等人，2013；杨纯，2014；王慧，2019）皆有探讨资质过剩对员工工作行为，离职意愿的影响，然而对于何种因素是可以改善相关影响的研究探讨不深入不充分；

(2) 近年来的部分研究（陈颖媛等人，2017；王朝晖，2019；梁昊等人，2019；赵李晶等人，2020），多是在研究资质过剩对于企业绩效、组织行为方面的好处，而对其负面效果的研究相对不足。

2. 文献综述

本章节根据本文的研究，对资质过剩、离职意愿、工作疏离感与职场友谊进行概念界定的简单介绍。

2.1 理论基础

2.1.1. 员工离职退缩决策过程模式

员工离职退缩决策过程模式是 Mobley (1977) 探讨离职产生的过程，关注点在于发展不满足感是如何导致离职的。该理论假设对工作的不满足导致离职的想法产生、寻求其他职位的意向、留任或离职意向以及最后的真正离职行为。Mobley (1977) 指出，当员工评估自身所从事的工作，可能会产生两种不同的情感状态，即对工作满足或对工作不满足，不满足的结果便可能引发员工产生离职的念头，或其他的退缩行为，例如：旷职、消极怠工等。

2.2 资质过剩

资质过剩是指个体所拥有的教育水平、技能、经验超出了正常工作所需 (Erdogan *et al.*, 2011)。李俊贤等人 (2013) 也认为愈来愈多高学历人才不是成为职场中的就业人力，而是从事与资格条件不配适或屈就于与人力资本不等值的工作，或是从事无法发挥自身才干能力的工作。

而形成所谓的感知高才能低就业、感知才非所用。资质过剩可以说是以技能为基础的一种低度就业、自愿性兼职工作、非自愿短性短聘工作及低薪为主的工作类型现象 (Maynard *et al.*, 2011)。Feldman (1996) 认为资质过剩可区分为五个面向：(1) 具有高于工作需求的教育经验；(2) 具有高于工作需求的技巧或经验；(3) 非自愿的任职于非所学领域；(4) 非自愿的兼职、临时、周期性的工作；(5) 比先前工作或同等学历工作的薪资为低。

2.3 离职意愿

黄英忠 (1997) 对离职一词有另外解释为劳动的移转，抑或是员工从原工作场所、产业、职位而移动到另外一个新的组织。Mobley (1977) 在一个建构有公平的工作环境中，员工在薪资报酬中认为不公平时，产生不认同而选择离开。故员工离职不论是员工与劳方之间哪边引起，皆称为离职 Ferguson (1986)。Abelson (1986) 将离职细分为四类型：(1) 员工个人由于组织内部因素而离开组织；(2) 个人因组织要求而离开组织；(3) 员工因本身因素而选择离开组织；(4) 个人非自愿且并非因为组织原因而离开组织。刘月琪 (2011) 认为下列因素会影响离职意愿：(1) 个人因素；(2) 工作态度因素；(3) 工作内容因素；(4) 工作机会因素。

2.4 工作疏离感

Kanungo (1983) 将工作疏离感明确定义为：员工对工作失望、工作无法满足内在需求或缺乏自我表达的机会。工作投入的员工，会认为工作是生活中最重要的部份，并将工作视为终身的职业；相反的，工作疏离的员工，则会将工作视为获得利益的工具，工作仅是提供财务来源的一种手段 (Dubin, 1956)。Seeman (1959) 将疏离感归纳为以下五点：(1) 无力感；(2) 无意义感；(3) 无规范感；(4) 社会孤立感；(5) 自我疏隔感。Blauner (1964) 则将疏离感当作一个由多个共变的变量共同组成的因素或征候。

2.5 职场友谊

Hackman and Lawler (1971) 发展工作特性理论时，提出了变化性、自主性、工作完整性、反馈性、合作性、与友谊机会六项特性，使得职场友谊的概念诞生，并开始被研究与探讨。Kruger *et al.* (1995) 定义职场友谊为团队成员之间有存在的互惠互利的关系；Kram and Isabella (1985) 则认为职场友谊是组织成员之间的人际互动所产生，是一种可以发展互相信任、信赖和承诺的关系，提供工作与社会上的支持。Blieszner and Adams (1992) 也认为职场友谊是建立在彼此的信任、承诺、情感与共享信息价值上的一种动态关系。职场友谊是一种需要建立在组织成员彼此互相信任与承诺之上，具有排他性、非正式的亲密关系，会因双方之间的关系而愿意互相支持、分享与帮助。彼此是一种超越了点头之交，但又不是情爱关系的亲密关系 (Nielsen *et al.*, 2000; Berman *et al.*, 2002)。

2.6 研究假设

根据前文内容，本研究将发展研究假设如下。

Dooley (2003) 的研究指出，工作者对工作的适配度，不管是在短期或是长期过剩下，所造成身心状态的影响包含了沮丧、自尊降低等，甚至会出现酗酒以及认为自己是社会边缘人的心态。Erdogan and Bauer (2009) 基于相对剥夺理论，通过分层线性建模证明了授权增强了资质过剩对离职意愿的显著正向影响。Maynard *et al.* (2006) 的研究指出资质过剩与离职倾向有正向关联性。Maynard and Parfyonova (2013) 研究了一种适度调节模型证明对于那些高度重视提供技能利用和发展的工作的员工而言，资质过剩预示着自愿离职行为。Erdogan *et al.* (2020) 的研究中证明了资质过剩与自愿离职正相关。因此本研究假设：

H1：资质过剩对离职意愿有显著正向影响；

Islam *et al.* (2019) 在对电信行业员工的工作疏离感研究中证明资质过剩对工作疏离感具有显著正向影响。Wang *et al.*, (2019) 在研究中证明资质过剩对工作疏离感有显著正向影响。赵田力等人 (2020) 在对高校体育教练员的工作疏离感研究中，通过实证分析的方式证明了资质过剩对工作疏离感具有显著正向影响。高峻与郑一宁 (2020) 在对护士工作疏离感现状及影响因素的研究中，证明了资质过剩对工作疏离感具有显著正向影响，同时工作疏离感会影响护士的离职意愿。因此本研究假设：

H2: 资质过剩对工作疏离感有显著正向影响;

Kwon (2017) 从社会嵌入的角度考察了离职意图, 并且证明工作疏离感高的员工的离职意愿更强烈。Singh and Randhawa (2018) 在对工作疏离感的研究中通过文献综述的方法对工作疏离感的概念进行了探索, 并建立理论模型描述工作疏离感对离职意愿的显著正向影响。罗成尉 (2020) 在工作家庭冲突与员工工作疏离感、离职倾向关系的实证研究中证实工作疏离感对离职倾向具有显著正向影响。李晓玉等人 (2020) 在研究中证实工作疏离感对离职意向具有显著正向影响。叶俊宏 (2017) 员工主要是以工作为核心, 对于工作的不愉悦才会导致离职倾向及真正离职; 相对如果工作满意度越高, 员工将会愿意为组织付出更多。因此本研究假设:

H3: 工作疏离感对离职意愿有显著正向影响;

Erdogan *et al.* (2011) 在对资质过剩的员工组织利用的研究中证明工作疏离感在资质过剩与离职意愿之间具有中介作用。Liu *et al.*, (2014) 基于人与工作适合度理论, 证明了工作疏离感在资质过剩与离职意愿之间具有中介作用。谢文心等人 (2015) 证明工作疏离感在资质过剩对离职意愿等变量之间具有中介作用。杨纯 (2015) 在研究中证明工作疏离感在资质过剩对工作脱离行为、离职意愿之间具有中介作用。何小文 (2016) 在对心理契约违背与离职倾向的关系研究中, 证明工作疏离感和心理弹性在心理契约违背与离职倾向之间具有中介作用。郝逸斐 (2020) 在研究中证明工作疏离感在资质过剩对离职倾向的相关关系中具有中介作用。因此本研究假设:

H4: 工作疏离感在资质过剩与离职意愿之间有中介作用;

Fine (1986) 认为良好的人际互动能创造一个良好气氛与环境, 而职场友谊能使工作变得轻松愉快, 亦有助于增加组织凝聚力。Andrews *et al.* (2008) 认为职场上友好的互动关系, 能加强员工对组织的情感密度, 即对组织的认同。王硕 (2020) 在新生代员工离职倾向的研究中, 通过实证分析证明了职场友谊对于员工资质过剩与离职倾向的相关关系中具有显著调节作用。李妮 (2020) 在基于工作嵌入理论的新生代员工离职管理研究中, 通过实证分析证明了职场友谊在职业规划、组织匹配、资质过剩与离职意愿的相关关系中具有调节作用。王萍等人 (2020) 在资质过高感对员工离职意愿的影响机制研究中, 证明了职场友谊对资质过高感与离职倾向关系具有调节作用。因此本研究假设:

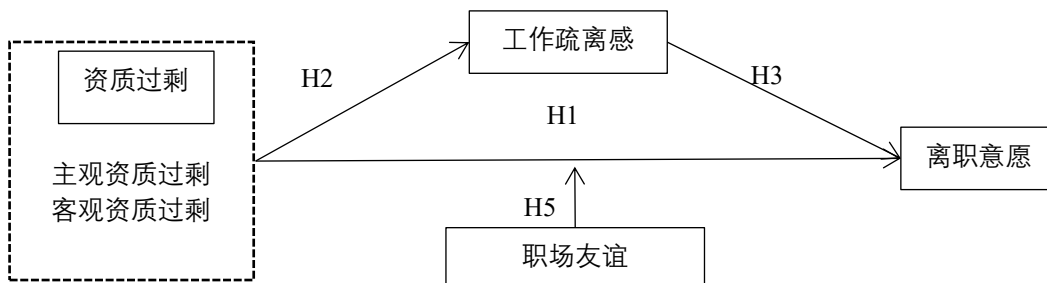
H5: 职场友谊在资质过剩与离职意愿之间有显著负向调节作用;

3.研究方法与设计

本章节针对本研究有关的研究方法, 包括研究框架与研究假设、各变量操作性定义及衡量问项、确定本研究对象及如何进行数据收集、针对数据进行实证分析的方法介绍。

3.1 研究框架与假设

本研究首先对文献和相关理论进行搜集、梳理, 再依靠调查问卷和相关软件进行数据分析, 揭示资质过剩与离职意愿的交互作用, 并以工作疏离感为中介变量, 以职场友谊为资质过剩与离职意愿的调节变量进行研究, 得出如图一的研究框架图。



图一 研究框架图

资料来源: 本研究整理

3.2 变量操作性定义与衡量

3.2.1 资质过剩

结合前文文献综述，本研究对资质过剩的操作性定义参考 Maynard *et al.* (2006) 的衡量构面，分为客观资质过剩（自身经验，学历等高于岗位要求）与主观资质过剩（自身能力高于岗位所需）。问卷设计参考 Maynard *et al.* (2006) 所编制的资质过剩量表 (Scale of Perceived Over-qualification, SPQQ) 进行相应修改作为本研究的问卷题项，以客观资质过剩与主观资质过剩为构面设计问卷题项，作为员工是否认为资质过剩的判断，采用五点李克特量表进行计分，具体如表一所示。

表一 资质过剩量表

维度	问项内容	参考文献
客观资质过剩	1.我目前的工作所需的学历低于我的学历。 2.学历比我低的人，也可以胜任我目前的工作。 3.工作经验比我少的人，也可以胜任我目前的工作。	Maynard <i>et al.</i> (2006)
主观资质过剩	4.我过去的工作经验，对我现在的工作没有帮助。 5.我拥有的工作技能，不符合我现在的工作所需。 6.我之前受过的训练，在目前的工作上无法运用。	

资料来源：本研究搜集整理

3.2.2 离职意愿

结合前文文献综述，本研究对离职意愿的操作性定义采用 Mobley (1977) 的定义，即员工在特定的职位工作一段时间后，经过思考而产生离开组织的决心。本研究问卷采用张峻霖(2015)所编订之离职倾向量表，该问卷系依据 Arnold and Feldman (1982) 之理论修订而成，具体如表二所示。

表二 离职倾向量表

问项内容	参考文献
1. 我经常慎重地考虑离开目前这份工作。 2. 我近期有离职的打算。 3. 我有开始在找其他工作。 4. 我觉得在其他地方找到适当职位的可能性很大。 5. 如果我现在离职，可以在一个月内找到新的工作。	张峻霖 (2015) ; Arnold and Feldman (1982)

资料来源：本研究搜集整理

3.2.3 工作疏离感

结合前文文献综述，本研究对工作疏离感的操作性定义参考 Kanungo (1982) 的定义，认为工作疏离感是个体在心理上认同某一特定工作的程度。问卷设计参考 Hirschfeld and Feild (2000) 所使用的研究问卷进行相应修改作为本研究的问卷题项，具体如表三所示。

表三 工作疏离感量表

问项内容	参考文献
1. 那些为了维持生计而工作的人是被经营者操控的。 2. 我完全不知道我为什么要工作。 3. 我的大部分工作时间是浪费在无意义的活动上。 4. 我不太相信真的有人觉得自己的工作对社会有益。	Hirschfeld and Feild (2000)

资料来源：本研究搜集整理

3.2.4 职场友谊

结合前文文献综述，本研究对职场友谊的操作性定义参考 Nielsen *et al.* (2000) 的定义，认为职场友谊是发生在职场中非正式的人际互动关系，是个体感觉到与其他组织成员之间人际关系的友好与亲密的感知程度，问卷设计参考 Nielsen *et al.* (2000) 所编制的量表，谭坤翘 (2020)，蔡昀哲 (2020) 所使用的研究问卷进行相应修改作为本研究的问卷题项，具体如表四所示。

表四 职场友谊量表

问项内容	参考文献
1. 上班时, 我有机会能认识其他同事。	Nielsen <i>et al.</i> (2000)
2. 我能与同事们一起共同解决问题。	
3. 工作时我有机会和其他同事碰面聊天。	谭坤翘 (2020)
4. 不上班时, 我和同事们私下也有互动来往。	蔡昀哲 (2020)
5. 见到同事是我想要去上班的一个原因。	

资料来源: 本研究搜集整理

3.2.3 人口统计变量

人口统计变量, 是指研究对象的社会背景资料, 人口统计变量可以分为年龄、性别、家庭人数、家庭生命周期、所得、职业、教育、宗教、种族及国籍等十类 (Kotler, 2003)。本研究以人口统计变量为控制变量, 将其设置为性别、年龄、教育程度、居住地、收入水平, 以研究确定其与因变量之间是否相关。

Q1. 性别: 男, 女;

Q2. 年龄: 20 岁及以下, 21 岁-30 岁, 31 岁-40 岁, 41 岁-50 岁, 50 岁以上;

Q3. 教育程度: 高职 (中专), 大学专科, 大学本科, 硕士及以上;

Q4. 居住地: 华东, 华北, 华中, 华南, 东北, 西南, 西北;

Q5. 收入水平: 5000 元及以下; 5001-10000 元; 10001 元-15000 元; 15000 元及以上;

Q6. 工作年限: 1 年及以下, 2 年-3 年, 4 年-5 年, 5 年以上;

3.3 研究对象与数据搜集

根据第一章的相关数据, 结合中芯国际《2018 年企业社会责任报告》的相关数据—30 岁以下员工离职率 79.3%, 其群体主要包括高校应届毕业生, 以及有五年左右工作经验的初级人才—本研究将研究目标定为年龄在 22 岁-30 岁之间的, 从事 IT 及相关行业的人员。母体人数在未知的情况下, 参考吴万益 (2011) 的相关研究, 透过样本数公式计算本研究正式样本数, 当样本数量为 384 份是误差为 5%, Z 统计量为 95%。因此确定搜集问卷 384 份以确保研究的准确性。

参考洪永泰 (2003) 所提出的膨胀样本概念, 将抽样人数膨胀为预定有效样本数的 1.2 倍, 最后得出应抽取的膨胀样本人数为 461 人。以此为标准发放 500 份问卷, 避免在问卷回收是发生意外, 或收到无效问卷 (吴明隆, 2003)。

基于抽样的可行性与便捷性, 采用非随机的便利抽样法, 考虑到调查中个人隐私问题, 本研究采取不记名的问卷方式收集问卷结果, 根据 Bosnjak and Werner (2000) 的研究, 网络调查可以用来精确估计特定人群的特征分布, 通过网络问卷发放平台问卷星, 发放问卷进行调查, 为确保回收问卷的真实性, 采取现金红包的方式确保受测人尽可能的认真填答问卷。

3.4 资料与数据分析方法

本研究使用 SPSS for Windows 和 Amos 软件依据研究问卷进行数据分析, 数据分析方法涵盖了以下几个: 描述性统计分析、因素分析、信度分析、效度分析、独立样本 T 检定、单因子变异数分析、相关分析与回归分析等统计方法。以下将各统计软件进行说明。

1. 资料分析方法: 文献综述法。Creswell (2014) 认为文献综述应当分为五部分: 一、序言, 告诉读者文献综述所涉及的内容; 二、自变量的文献综述; 三、因变量的文献综述; 四, 中介和调节变量, 及变量间相关研究; 五, 总结; 本研究使用该方法探讨有关各变量过去学者的研究, 以此发展本研究的假设;

2. 人口统计变量: 人口统计变量主要为了解填写本研究的问卷填写者之基本数据, 主要用来了解受测者的性别、年龄、教育程度、居住地、收入状况。人口统计变量是为了在后续分析中确定, 所研究变量是否受到个人相关特质的影响;

3. 描述性统计分析 (Descriptive Statistics Analysis) 是用以整理、描述、解释资料的统计方法, 是为了了解样本的结构特性, 针对问卷之受访者的个人基本资料填答信息进行分析整理, 其中包含性别、年龄、学历、居住地、收入状况等变项, 以样本数分配百分比情况进行分析;

4.信度分析：信度分析是为测量问卷的结果稳定一致的程度如何，为了了解问卷的可靠性与有效性，故本研究使用 Nunnally (1978) Cronbach's α 值标准来测量问卷信度之依据，如果该数值高于 0.7 以上则代表此问卷拥有高信度，若数值低于 0.7 以下代表题项不属同质，将评估是否修正或者是删除；

5. 信度系数平方根为效度系数上限。信度系数越高，效度系数可能越大。邱皓政（2006）认为研究者必须回到原先估计信度与效度的目的，以评定测量的质量，并且掌握评定效度系数的辩证性价值，以及信度系数，其具有的指标性意义，如此一来才可以应用这两种测量工具，有效的完成研究使命；

6. 效度分析：效度指测验的可靠性与有效性。效度越高该问卷结果越能代表受测者的真实反应，越能凸显想要测量的内容与问卷的真正特征。本研究在内容效度方面引用广泛验证过的量表，效度经过验证；构建效度分为收敛效度与区别效度，由搜集到的数据使用 Amos 进行相关分析来评价收敛效度与区别效度。并使用 AVE 平方根方法。

7. 相关分析(Correlation Analysis)：为检测变量及构面的相关性，探讨变量及构面之间是否线性相关，以及构面间的相关性和其方向与强度，本研究采用 Pearson 积差相关分析，来了解研究构面之间的相关性，以及相关性的正负向影响究竟为何；

8. 回归分析的目的是通过对样本数据的分析，寻找变量间相互关系，并确定变量间数学关系式。对所确定数学关系式的可信程序进行统计检验，以区分对某一特定变量影响显著和不显著的变量；根据一个或几个变量的值预测另一个特定变量取值，并给出预测或控制的精确度；本研究将采用分层回归方式对变量间两两关系进行分析，尽可能避免人口统计变量和前置变量对于回归结果产生的影响。

9.中介与调节分析。本研究使用 SPSS，使用强迫进入变量法，进行三步回归分析方法对变量的中介作用进行检验；判断调节效应是否存在的过程称为调节效应检验，判断调节效应是否存在其实就是判断自变量与自变量交互以后，对因变量的影响是否显著（杨维忠等人，2019）。采用多因素方差分析方法进行调节效用分析。

10.为了数据对准确性，避免结果出现问题，本研究将对问卷数据进行去中心化和标准化处理，使数据服从标准正态分布。

4.预期研究成果

4.1 预期成果

在问卷回收以后，本研究会对所得问卷进行甄选，找出其中无效问卷，防止无效问卷干扰研究数据。在 500 份问卷当中，会有若干份问卷因为填写完整度不足，或全部选择相同的答案而被归类为无效问卷。在剔除无效问卷后，共得到若干份有效问卷。之后开始对数据进行编码 并将其输入 Excel 建立档案，以利于后期分析。本研究将会使用 SPSS 与 AMOS 统计软件，来 对各项数据进行检验分析。

在得出数据分析结果后，根据数据对每一个变量与假设进行讨论，得出研究成果。预计所获数据足以支撑研究假设：资质过剩对离职意愿有显著正向影响；资质过剩对工作疏离感有显著正向影响；工作疏离感对离职意愿有显著正向影响；工作疏离感在资质过剩与离职意愿之间有中介作用；

职场友谊在资质过剩与离职意愿之间有调节作用；各个主假设与子假设得以证实。

在预计研究结果的基础上，本研究会结合本研究背景，给出相关建议:通过本研究结果表明，其对资质过剩，工作疏离感，离职意愿，职场友谊实证分析，揭示各变量之间的相互关系，从而通过对研究结论的分析，可以对相关从业者提出实务建议，帮助企业和相关从业者提升人力资源管理效率。

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Employee Followership Under the Influence of Self-Control and Self Efficacy: Exploring the Mediating Role of Harmonious Work Passion and Career Adaptability

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Abstract

According to the different entry points of self-control, this study establishes two different mediating models, positive and negative, to explore the two effects of employee self-control on followership. According to the characteristics of the research, this research takes enterprise employees as the survey object, and uses the form of questionnaire to conduct investigation and research. It is estimated that 500 questionnaires will be distributed, and sample data will be analyzed. Based on conservation of resources theory and self-determination theory, it investigates the influence of employee self-control through career adaptability on followership, the influence of self-control through harmonious work passion on followership, and the moderating role of self-efficacy in it. Through the research results, employees can understand how to grasp personal self-control to obtain favorable work results, and rationally use the motivational support of self-efficacy to promote the rational allocation of organizational employees and provide empirical support for the company's better development plan.

员工自我效能与自我控制对追随力的影响：以和谐式工作激情与职业适应性为中介效果

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摘要

本研究根据自我控制的不同切入点，建立积极和消极两种不同的中介作用模型，探讨员工自我控制对追随力的两种影响。根据研究特性，本研究以企业员工为调查对象，采用调查问卷的形式进行调查，预计发放问卷 625 份，并对样本数据进行分析。以资源保存理论与自我决定理论为基础，调查研究员工自我控制通过职业适应性对追随力产生的影响，自我控制通过和谐式工作激情对追随力产生的影响，以及自我效能在其中的调节作用。通过预计研究结果，使员工了解如何把握个人自我控制以得到有利的工作结果，合理利用自我效能的动机支持，以促进组织员工的合理配置，为公司更好的发展计划提供实证上的支持。

关键词：自我控制、和谐式工作激情、适应能力、自我效能、追随力

1 绪论

1.1 引言

本研究认为自我效能感较强的人对任务有较强的动机意志，能够减少由自我控制造成资源损耗的负面影响。高自我控制确实可以给个体带来一些比较积极的影响，且自我控制或许利用了不

同的潜在认知过程与运行机制，因此本文基于资源保存理论与自我决定理论，通过探讨自我控制对和谐式自我激情的影响以及自我控制对职场适应性的影响展开研究，加入自我效能作为调节，研究自我控制通过两种不同的中介作用机制对为员工追随力的影响关系，探讨两种作用路径的不同过程机制与影响，并为员工加强对于自我控制的把控以助于促进自身和组织发展提供实证性的帮助。

1.2 研究意义

1.2.1 理论意义

自我控制是指个体为了实现长远目标，有意识的克服冲动、习惯或自动反应，调整自己行为的过程 (Carver & Scheier, 2002)，可以采取主动措施的抵触诱惑，从而实现自己的目标。与抑制性自我控制相反，主动性自我控制使个人可以更加努力地工作，尽量去克制与自己目标冲突的诱惑或者不利的行为 (Hoyle & Moshontz, 2018)。自我控制多被证实与于生活和工作中许多良好的结果有关，例如养成一个良好的习惯 (Weiden *et al.*, 2020)、形成健康的财务行为 (Strömbäck *et al.*, 2020)、获得比较好的主观幸福感 (Bernecker & Becker, 2020)。而本研究以资源保存理论为基础，以员工个人资源损耗为视角，探讨员工为了克制不利行为而导致自身资源消耗后造成的工作上的不良后果，研究其为员工带来的心理上的负面影响，提供另一方面的思路。不仅如此，本研究同时以自我决定理论为基础，以自我的内部动机和情感调节为视角，探讨员工自我控制下自身对工作的适应程度，研究其职业适应性的提升。因此本研究以自我控制入手，通过影响员工心理状态和个人能力这两种不同的作用路径，对员工个人追随力的影响，提出双中介机制框架模型，挖掘自我控制与追随力之间的不同重要边界条件，更加全面多元的分析两者之间的关联和影响。

1.2.2 现实意义

本研究还从自我决定理论的角度解释了员工自我效能的调节效果。首先以自我决定理论的内部动机与自我观点，阐述自我效能作为一种由内部动机驱使的行为，如何产生较强的意志力以增强职业适应性。同时，本研究还从自我决定理论中重视内部动机的观点研究员工自我效能如何化解自我控制下资源损耗带来的负面情绪，并促进更积极的影响，多方面解释员工自我效能的调节效应。如此可使员工明白个人自我控制的重要性，了解如何把握个人自我控制以得到有利的工作结果，并培养相应的工作能力，合理利用自我效能的信念支持，以促进组织的员工的追随力的配置，使得在公司使用资源配置时可以降低其成本，并能为公司更好的的发展计划提供实证上的支持。

2 文献综述

2.1 变量间的相关研究

2.1.1 自我控制与和谐式工作激情的关系研究

自我控制是个体自身的一种能力，它可以帮助个体朝着最终目标而不断调整自身的行为，从而助于实现目标 (Ridder *et al.*, 2012)，但是由于自我控制依赖于有限的代谢资源，该代谢资源可能由于先前施加的自我控制而暂时耗尽 (Wolff *et al.*, 2019)，造成自身资源的匮乏 (Baumeister *et al.*, 2018)，而和谐式工作激情 (Harmonious Work Passion)是一种个人乐于享受工作的积极感觉，以及愿意在工作中投入时间和精力 (Fernet *et al.*, 2014)，和谐式工作激情的员工往往会投入很多精力在工作上 (Fernet *et al.*, 2014)，根据资源保存理论的观点，资源的消耗是个体工作压力的动机，个体拥有的资源（如精力、能力等）是有限的，会出于一种本能去避免资源的损失 (Hobfoll, 2001)。而和谐式工作激情的个体本身是对工作充满积极的感觉，并愿意投入大量的资源到工作中，因此资源消耗的员工可能不会在付出资源在工作上，从而导致员工的和谐式工作激情降低。当员工自我控制能力越高的时候，代表着员工自身的资源流失会比较快，有可能无法投入大量的资源到其工作当中去，因此本研究认为，自我控制越高，员工自身的和谐式工作激情可能会降低。提出研究假设：

H1：自我控制负向影响和谐式工作激情

2.1.2 自我控制与职业适应性的关系的关系研究

自我控制较高个体为了实现长远的目标,会有意识的克服冲动、习惯或自动的反应,往往这类型的个体自身的自控能力较高有,明确的目标导向 (Carver & Scheier, 2002)。根据自我决定理论,内在动机与“为自己着想”或对其内在的兴趣和享受而从事的活动有关 (Deci & Ryan, 2000),当个体开始识别活动对自我的重要性时,就会出现一种更有意志的调节形式。个体更重视活动所能带来的重要的个人利益(例如,更多的技能、更好的友谊、更好的健康),而不是活动的吸引力或内在的激励性来产生意志动机(Vansteenkiste *et al.*, 2018)。自我控制是一种人们朝着期望的长期最终状态调整行为的方式 (Nilsen *et al.*, 2020),其重点是达到个体重视的结果,例如提高对环境的适应性,从而调整好自己的状态 (Gillebaart & Ridder, 2015),这个过程体现了个体为了达成个人目标的意志动机。职业适应性正是一种通过自我控制的能力来不断的调整自己,以此来应对职业未来的各种可能性 (Johnston, 2018)。因此本研究认为自我控制较高的人,他会因为自身追求目标的内在动机更有计划性的去做一些规划和准备,以此可以更好应对任务、过渡或创伤,以及预测职业未来的各种可能性。本研究提出假设:

H2: 自我控制正向影响职业适应性

2.1.3 和谐式工作激情的中介作用

Baumeister *et al.* (2018) 研究指出自我控制是一种有限的资源,会随着抑制冲动而恶化,这会导致自我控制资源的消耗,由于自我控制依赖于有限的代谢资源,该代谢资源可能由于先前施加的自我控制而暂时耗尽 (Wolff *et al.*, 2019),根据资源保存理论,当员工资源严重流失的时候,可能会选择保护自己剩余的资源 (Hobfoll, 2001),因此员工可能不会在付出资源在工作上,从而导致员工的和谐式工作激情降低,和谐式工作激情的员工往往会投入很多精力在工作上 (Fernet *et al.*, 2014),追随力是追随者依靠自身特质在与领导力和组织环境相互作用的社会化活动中释放的行为能量,这种行为是需要员工付出自身的资源投入其中 (曹元坤、许晟, 2013),当员工的和谐式工作激情受到自我控制的影响之后,员工对工作的激情会随之下降,可能会感觉自己对工作失去了原有的激情,可能没有多余的精力再去做一些耗费资源的行为,而追随力是指员工在追随领导的过程中表现出的行为、愿望和能力,实质是一种情感倾向性行为 (Carsten *et al.*, 2017) 它正是一种需要资源才可以形成一种行为能量,当员工工作激情下降以后,可能从而会降低员工本身的追随力。因此,本研究提出假设:

H3: 和谐式工作激情在自我控制与追随力之间具有中介效果。

2.1.4 职业适应性的中介效果作用

自我控制比较高的员工会有一个特定的目标,他会为了实现所期望的目标不断去调整自己的行为 (Nilsen *et al.*, 2020),往往这类型的员工自控能力比较强,因为他有一个信念 (Carver & Scheier, 2002),而职业适应性的前提就是需要一种自我控制能力较高的状态下,做一些计划和准备,来应对未来工作中的一些挑战。职业适应性的概念经常被视为成功职业发展所必需的资源,对职业和工作领域的许多挑战做出积极回应,并改善了人们的福祉 (Chan & Mai, 2015),例如,职业适应性作为一种适应性资源,可以用来解决发展中的职业任务,职业转变和工作创伤而引起的陌生,复杂和不明确等问题 (Tolentino *et al.*, 2014),这种职业适应能力还能使个人扩大、改善并最终实现专业角色中的自我定位,发展个人工作生涯,改善生活满意度并建立职业架构 (Ginevra *et al.*, 2018),因此可以考虑将职业适应性与员工工作方面的积极结果联系起来。当员工自我控制较高的情况下可以提高职业适应性,让员工提前做好应付职业发展任务,职业转变和个人创伤的能力和资源 (Savickas, 2005),曹元坤与许晟 (2013) 研究指出员工表现出追随力是因为追随领导可以达成他预期的期待和目标,而具有较高职业适应性的员工往往具有一个比较明确的目标和定位,所以员工可能会因为领导可以给与或者帮助他实现专业角色中的自我定位,更好的发展其个人工作生涯,然后表现出追随领导的行为,将自己的资源投入到追随领导的过程中,积极配合领导的工作,从而完成自己的职业生涯规划。同时,许多研究表明个体的内在动机是引发追随的直接动力,而影响内在动机的因素则主要包括需求、情感和个人兴趣 (原涛与凌文铨, 2010)。Carsten *et al.* (2018) 认为,员工追随力实质是一种情感倾向性行为,如何表现追随行为与其认知体验后的情感取向密切相关,不同质的情感体验会导致追随者态度与行为的差异。自我决定理论的情感调节“分类法”源于其动机重点,其中情感调节的常见形

式与个人内部的自主，控制或激励过程有关 (Roth *et al.*, 2019)。情感调节研究和干预的大部分重点一直放在人们如何积极地化解或下调强烈的负面情绪，并促进更积极的影响上，而控制情感体验的技术是多种多样的，包括放松、正念、认知再评估和积极意象 (Roth *et al.*, 2019)。有研究认识到职业适应能力是职业乐观的重要预测指标。他们认为，这有助于提高人与环境的一致性，从而提高人们对职业前景的乐观期望 (Eva *et al.*, 2020)。因此职业适应性作为员工工作的积极方面，能够给员工带来工作上的积极认知，从而产生积极的情感体验，而追随力又是一种情感倾向行为。所以本研究认为，自我控制可以提高职业适应性，从而提高员工的追随力。因此本研究提出假设：

H4：职业适应性在自我控制与追随力之间具有中介效果。

2.1.5 自我效能的调节效果作用

自我效能是个人对自己在某个特定环境或情况下，对自己能否胜任或完成某项任务的能力评价或自我信念 (Bandura, 1977)。它是人们可能对某些任务具有较高的信心，是一种重要的内在动机工具 (Bailey & Austin, 2006)。具有较高自我效能感的人，认为自己能够表现出色的人，更有可能将困难的任务视为要掌握的事情，而不是应避免事情，同时自我效能感高的个体（即那些为实现目标而有意识地主动采取行动的人）会采取措施组织自己和他们的环境，尝试不同的策略，并反思他们的经验，以获取对更好地调节绩效的见识 (Bandura, 2006)，因此这类型的员工往往具有强烈的动机。根据 SDT 理论，内在动机认为是个人会为了自己的目的，出于快乐、兴趣或意义而参与活动或参与一项活动 (Meyer *et al.*, 2010)。玩耍，探索和好奇心产生的活动是内在动机行为的例证，因为它们不依赖于外部动机或压力，而是提供自己的满足感和欢乐。自我效能感高的人在进行自我控制的时候，他会认为这种调整的行为是出于自愿的内在动机，处于自主性的自我控制，并不会损耗很多个体的资源 (Nilsen *et al.*, 2020)，并且也会使得个体通过提高个体的自我控制的能力来不断的调整自己，以此来应对职业未来的各种可能性 (Johnston, 2018)。因此本研究提出假设：

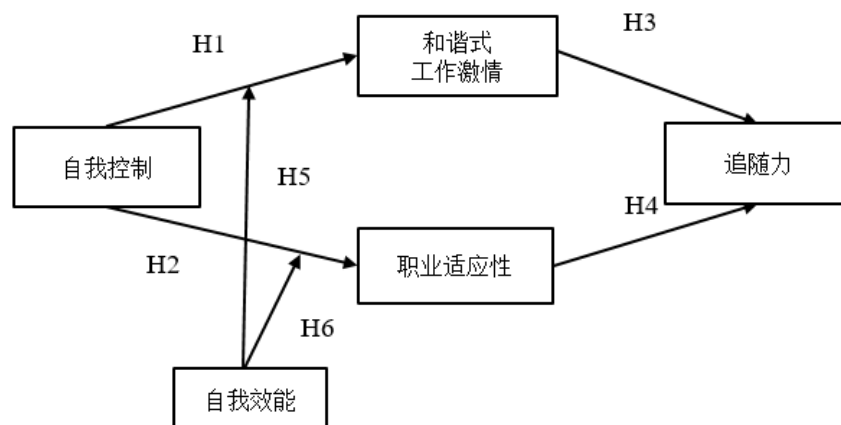
H5：自我效能负向调节自我控制与谐式工作激情之间的关系

H6：自我效能正向调节自我控制与职业适应力之间的关系

3. 研究方法与设计

3.1 研究框架图

本研究对文献进行梳理后，根据已有的研究发现，如下图一所示：



图二 研究框架图

资料来源：本研究整理

3.2 变量的操作性定义与衡量

3.2.1 自我控制的操作性定义与测量工具

自我控制是一种个体至关重要的能力,指的是通过个体自愿将注意力引向目标导向的行为,从而有助于实现目标(Ridder *et al.*, 2012),因此本研究选取 Nilsen *et al.* (2020)自我控制的操作性定义:是人们朝着期望的长期最终状态调整行为的一种能力。因此,本研究选取 Nilsen *et al.* (2020)研究提出的自我控制的双维度模型量表,分为抑制性自我控制和主动性自我控制两个维度,量表题项一共 8 题,可靠性为 0.74,计分方式从“完全不同意”到“完全同意”依次计 1 到 5 分,得分越高,说明受到个体自我控制的能力越高。示例题项如:“在工作中,我会经常推迟事情”、“我会制定具体的计划来实现我设定的目标”。

3.2.2 职业适应性的操作性定义与测量工具

在本研究中,职业适应性是一种在职业场景中可以进行自我调整的能力(Johnston, 2018),因此本研究选取 Savickas and Porfeli (2012)职业适应性的定义:分为四个维度:注意力表示个人意识到并准备自己的职业前途的程度,控制反映了人们对准备职业的个人责任感以及对职业状况和未来的个人掌控感,好奇心反映了个人倾向和探索职业环境的能力,自信表明解决问题的自我效能感以及成功克服障碍的必要能力。因此,本研究选取 Maggiori *et al.* (2017)研究提出的职业适应性的四维度模型量表,分为注意力、控制,好奇心和自信,量表题项一共 12 题,计分方式从“完全不同意”到“完全同意”依次计 1 到 5 分,得分越高,说明受到个体职业适应性的程度越高。示例题项如:“我会主动思考未来我的工作会是什么样子”、“在工作中,我会自己做决定”。

3.2.3 和谐式工作激情操作性定义与测量工具

在本研究中,和谐式工作激情指的是个体对工作充满积极的感觉,并愿意在工作中投入时间和精力(Fernet *et al.*, 2014),因此本研究采取 Vallerand *et al.* (2003)的和谐式工作激情定义:人们对他们认为重要的工作投入的大量时间和精力强烈倾向。因此,本研究采用 Vallerand *et al.* (2003)所制定的激情量表,采用 Likert 五点计分,让受访者自评自己的和谐式工作激情,计分方式从“完全不同意”到“完全同意”依次计 1 到 5 分,得分越高,受访者的和谐式工作激情越高,示例题项如:“目前这份工作让我得到各种历练”、“做了这份工作会令我在以后产生难忘的体验”。

3.2.4 自我效能的操作性定义与测量工具

在本研究中,自我效能是关于个体在特定的环境和条件下,能用自己的技能和能力做什么的信念 (Bandura, 2010)。因此本研究采取 Judge *et al.* (1998)的一般自我效能量操作性定义:个人对自己在各种不同情境中表现出有信心完成的信念强度。因此,本研究采用 Chen *et al.* (2001)开发了新一般自我效能量表 (NGSE) 量表。采用 Likert 五点计分,让受访者自评自己的自我效能,计分方式从“完全不同意”到“完全同意”依次计 1 到 5 分,得分越高,受访者的自我效能越高。

3.2.5 追随力的操作性定义与测量工具

本研究采取曹元坤与许晟(2013)的定义:追随力是追随者依靠自身特质在与领导力和组织环境相互作用的社会化活动中释放的行为能量。因此,本研究采用周文杰等人(2015)所制定的六维(尊敬学习、忠诚奉献、权威维护、意图领会、有效沟通、积极执行)追随力量表,一共 21 个题项。采用 Likert 五点计分,计分方式从“完全不同意”到“完全同意”依次计 1 到 5 分,得分越高,受访者的追随力越高。

3.3 研究方法

3.3.1 描述性统计分析

主要分析研究对象的性别、年龄、职业、学历、婚姻状况、工作状况以及工作经验。通过分析各个题目的频数、百分比和累积百分比来得知研究对象的基本背景信息统计,以及样本特征

和基本态度情况分析 (Hwang & Hyun, 2017)。

3.3.2 相关分析

相关分析是研究两个变量数据之间的密切度和密切关系情况，以及相关分析是研究有没有关系。目的是探究变量间的相关程度，线性相关系数主要包括：Pearson 相关系数。为了考察各研究变量间是否显著相关，将其作为下一步统计回归分析基础。

3.3.3 信度分析

信度可以理解为问卷内容的一致性和稳定性。通常衡量问卷内容一致性的是利用 Cronbach's Alpha 系数来判断。Cronbach's Alpha 系数介于 0 和 1 之间，如果 Cronbach's Alpha 系数的值越大则表示问卷内容的一致性越高。为确保问卷内容的稳定性和可靠性，通常 Cronbach's Alpha 系数大于 0.6 即可。

3.3.4 信效度分析

本研究量表皆为以前学者研究成果，信效度经过检验，较良好。之后再对研究模型进行模型拟合度分析（如 GFI, AGFI, IFI, CFI, RMSEA, SRMR 等）以及用于描述结构效度的组成信度 (CR)和平均方差萃取量(AVE)。

3.3.5 回归分析

本研究采用线性回归 (Linear Regression) 并画出调节效应图，线性回归是利用数理统计中回归分析，来确定两种或两种以上变量间相互依赖的定量关系的一种统计分析方法，运用十分广泛。

4 研究成果

4.1 研究结果

本研究的调查对象为在中国湖南企业工作的员工，本研究的调查对象为在中国企业工作的员工，问卷发放一个星期，由于问卷采用的是必答题模式，题项空缺时，不能提交问卷，故此问卷的回收率为 100%。共回收 625 份问卷，在剔除 231 无效问卷后，总共 394 有效问卷。问卷的有效问卷回收率为 63.04%。各变量之间的相关度数均值小于 0.7 在 AVE 的平方跟数值的每项值都大于 0.5 等，据此本研究具备良

表 4.1 结构方程模型假设分析表

路径	标准路径系数	p 值	对应假设	结果
抑制性自我控制 → 追随力	.169	.034	H1a	支持
自主性自我控制 → 追随力	.172	.004	H1b	支持
抑制性自我控制 → 和谐式工作激情	-.624	.000	H2a	支持
自主性自我控制 → 和谐式工作激情	-.205	.000	H2b	支持
抑制性自我控制 → 职业适应性	.296	.000	H3a	支持
自主性自我控制 → 职业适应性	.161	.029	H3b	支持
和谐式工作激情 → 追随力	-.202	.007	H4	支持
职业适应性 → 追随力	.386	.000	H5	支持

注：* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

资料来源：本研究自行整理

好的区别效度及底线性的相关程度等。

本论文采用 AMOS 软件进行数据分析有鉴定结果抑制性自我控制到追随力的标准路径系数为 0.169，并且 p 值小于 0.05，因此假设 H1a：抑制性自我控制到追随力的正向影响获得支持；自主性自我控制对追随力的标准路径系数为 0.172，并且 p 值小 0.01，因此假设 H1b：自主性自我控制对追随力的正向影响获得支持；抑制性自我控制到和谐式工作激情的标准路径系数为-0.624，并且 p 值小于 0.001，因此假设 H2a：抑制性自我控制对和谐式工作激情的负向影响获得支持；自主性自我控制到和谐式工作激情的标准路径系数为-0.205，并且 p 值小于 0.001，因此假设 H2b：自主性自我控制对和谐式工作激情的负向影响获得支持；抑制性自我控制到职业适应性的标准路径系数为 0.296，并且 p 值小于 0.001，因此假设 H3a：抑制性自我控制对职业适应性的正向影响获得支持；自主性自我控制到职业适应性的标准路径系数为 0.161，并且 p 值小于 0.05，因此假设 H3b：自主性自我控制对职业适应性的正向影响获得支持；和谐式工作激情到追随力的标准路径系数为-0.202，并且 p 值小于 0.01，因此 H4：和谐式工作激情对追随力的负向影响获得支持职业适应性对追随力的标准路径系数为 0.386，并且 p 值小于 0.001，因此 H5：职业适应性对追随力的正向影响获得支持。

4.2 研究结论

本研究基于资源保存理论和自我决定理论，来阐述员工自我效能与自我控制影响下的追随力。研究结果显示，自我控制作为个体的一种内在动机会促使个体出自内心的为了完成领导的指令，将不断调整好自己的工作状态或者工作态度、提升工作能力等，这会提高这过程中所体现出来的追随力。同时，高自我控制的员工，个人的毅力和个人成长的主动性也越高，而这恰

恰正是职业适应性的一种表现。但是高自我控制能力的员工，也代表着员工自身的资源流失会比较快，资源消耗的员工可能不会在付出资源在工作上，从而降低员工的积极情感和与激情相关的情感，即和谐式工作激情。

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The Impact of Brand Anthropomorphism on Brand Happiness: Use Psychological Distance as the Mediating Variable and Hedonic Goods as the Moderating Variable

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Abstract

At this stage, the importance of brand marketing has played a vital role. Companies will design brand logos, names, images, etc. more interesting and unique, and use similar methods to narrow the distance with consumers and increase consumption of brands Happiness. Create value for solving the relationship between enterprises and consumers and help create emotional bonds between brands and customers. This article selects brand anthropomorphism and consumers' psychological distances for discussion, with hedonic Goods as the core and level theory as the basis and establishes a model framework. Random sampling was conducted among domestic college students and collected relevant data to verify the influence of anthropomorphic brands on brand happiness.

Keywords: Brand Anthropomorphism, Psychological Distance, Hedonism, Brand Happiness

拟人化品牌对消费者品牌幸福感的影响： 以心理距离为中介变量，享乐产品为调节变量

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摘要

现阶段品牌营销的重要性起到了至关重要的作用，企业会把品牌的标志、名称、形象等设计的更加有趣，更加独特化，通过类似方法拉近与消费者的距离，提高消费的品牌幸福感。为解决企业与消费者双方关系创造价值，并帮助创造品牌和顾客间的情感纽带。本文选取了拟人化品牌、消费者心理距离进行探讨以享乐产品为核心，以水平理论为基础，建立了模型框架。以随机抽样的方式在国内的在读大学生放问卷调查并收集了相关数据，来验证拟人化品牌对品牌幸福感的影响。

关键词：拟人化品牌、心理距离、享乐产品、品牌幸福

1 引言

本章从当前社会享乐产品的角度出发,介绍拟人化品牌与品牌品牌幸福感等概念的现实与理论背景,结合消费者心理学讨论拟人化品牌对消费者品牌幸福感的相关研究现状,并总结国内外学术研究成果,对相关概念进行阐述。

1.1 研究背景

在当今的信息时代,各种各样的品牌正吸引着商人和顾客的眼球,而主要的卖家也在尽力通过市场营销技巧做出一系列以顾客为导向的选择。随着互联网技术的发展和在线购物中心的繁荣,其便利性和透明性吸引了越来越多地依赖在线购物的消费者 (Mallapragada *et al.*, 2016)。在线操作和管理与实体商店中的不同。借助商店,产品,购物指南等来帮助消费者做出决定,您需要在时间和空间上向客户提供完整的产品信息。通过联想。在网上购物的背景下,不同于线下的真实感觉,消费者的在线购买意图和决定是产品照片 (Yoo & Kim, 2014),例如包含模型的照片和包含产品的照片(Aydinoğlu & Cian, 2014)。具有抽象信息的照片和具有特定信息的照片 (Yoo & Kim, 2014),具有不同产品匹配效果的照片 (Kim *et al.*, 2009),在线照片展示顺序。它具有多种效果。在这种情况下,产品不仅仅是一个冷的物体,它还可以传达声音,并充满愤怒,恐惧,悲伤,喜悦和其他鲜明的品牌特征。这种方法也称为拟人化。

我们发现大多数学者的关注点是拟人化的“有”或“无”对消费者行为和品牌幸福感的影响。拟人化产品或品牌能够缓解社会排斥带来的影响 (Mourey *et al.*, 2017),削弱消费者的自我控制 (Hur, 2015),影响消费者的偏好和评价 (Aggarwal & McGill, 2007; Chandler & Schwarz, 2010; Waytz, 2010)。只有少部分学者进一步探讨不同类型的拟人化品牌形象对消费者的影响,如陈增祥与杨光玉(2018)发现不同类型的拟人化品牌形象对不同归属需求的消费者而言具有不同的意义。在此基础上,本文决定进一步加深探讨不同类型的拟人化品牌形象对消费者所产生的影响。因此,我们引进社会心理学领域中的心理距离模型,目前拟人化品牌的实践应用丰富多样,但理论研究成果极其稀缺,尽管品牌个性、品牌形象、品牌认同、品牌社区等与拟人化品牌有一定关联性,但拟人化品牌内在作用机制的探索和研究仍然存在巨大的缺口。所以本文以拟人化营销的发展阶段以及应用现状为背景,旨在探讨拟人化对消费者品牌幸福感的影响,而品牌“拟人化”也是本文研究的关键。享乐产品不同是不是会影响消费者的品牌幸福感?面对不同的产品,使用哪种拟人化品牌才是对品牌有利。本文将从这些实际的例子出发来讨论这些问题。

1.2 研究动机

随着移动互联网进程加速、社会化媒体发展、自媒体平台蓬勃,拟人化品牌越来越受企业主青睐,它使品牌被消费者感知为人,从而建立起与消费者之间的情感联系。尤其是在当下,消费者注意力被争夺的时代,更加强调个人的主体性与差异性。品牌的发展愈发重视消费者的情感幸福感,其中消费者与产品之间的契合程度是核心力。总得来说,在对拟人化领域的文献进行梳理后,我们发现之前的研究认为拟人化品牌不仅会影响消费者的心理与行为,还能传递品牌的内涵并且有助于品牌形象树立 (Aggarwal & McGill, 2007; Delbaere, 2011)。因此本文的研究动机为:

1. 将拟人化品牌进行分类,进一步探讨享乐产品使用拟人化品牌后对消费者品牌幸福感的影响。
2. 探讨拟人化品牌营销策略使消费者产生的影响,分析拟人化品牌的对品牌幸福感的影响程度,进而为品牌用户管理提供科学借鉴。
3. 以心理学中的心理距离出发点,分析享乐产品在拟人化品牌对消费者品牌幸福感的影响。

1.3 研究目的

随着以互联网为代表的超媒体的日益普及,拟人化品牌已经超出单向传播范畴,成为厂商与消费者之间沟通互动的桥梁。网络的出现带来了沟通方式的变化,将互动媒体向多对多沟通转变 (Hoffman & Novak 1996)。依循亚里士多德的观点来看,品牌选择与消费的过程实际上也是消费者寻找和获得幸福的过程。若品牌给消费者带来了幸福,消费者也必将表现出积极的消费行为来回馈企业,可见品牌幸福感的研究极其重要因此本文的研究目的如下:

1. 分析拟人化品牌对消费者品牌幸福感的影响。
2. 心理距离作为中介变量,验证拟人化品牌对消费者品牌幸福感的影响途径。
3. 探讨享乐产品在拟人化品牌和心里距离的调节作用。

1.4 研究问题

拟人化品牌研究始于品牌的个性化框架。此框架研究了基于个性特征的品牌进行推断。关于对拟人化品牌进行探究,包括对相关概念品牌个性,消费者与品牌的关系以及品牌偏好。而相比较产品信息不相关的拟人化沟通比信息相关更容易产生好的品牌幸福感 (汪涛, 谢志鹏, 2014)。基于品牌自主整合

的研究,发现拟人化对品牌爱能够产生积极的影响 (Delgado *et al.*, 2017)。

1. 拟人化品牌对消费者品牌幸福感具有怎样的影响?
2. 拟人化品牌通过消费者心理距离影响消费者品牌幸福感行为?
3. 享乐产品调节拟人化品牌对消费者心理距离的影响?
4. 拟人化品牌对消费者心理距离具有影响?
5. 消费者心理距离对消费者品牌幸福感具有影响?

1.5 理论意义与实务意义

本研究探讨的是拟人化品牌对消费者品牌幸福感的影响,并对其影响内部机制进行剖析,探讨拟人化品牌,心里距离,消费者品牌幸福感,享乐产品之间的关系,在拟人化营销的理论方面和实践方面皆有一定的研究意义。本研究的意义表现为。

1.5.1 理论意义

1.本文将相关的文献和相关理论进行梳理总结,从而将拟人化品牌进行分类,剖析其内外部维度,探讨其享乐产品使用拟人化品牌后对消费者品牌幸福感的影响为什么会产生差异,以及消费者的心理距离对该差异的中介作用。着眼于为拟人化品牌策略研究提供新的思路,为企业主选择拟人化提供理论依据。

2.拟人化被现已运用到企业营销实践中,现阶段的大部分研究重点也是关于拟人化都是在社会学及范畴中。本研究从不同享乐产品的角度分析拟人化品牌对心里距离的影响,丰富了拟人化在心里学上的相关研究内容。

3.本研究深化了对信息处理流畅性机制的理解,根据概念流畅性理论,只有当拟人化品牌的类型让消费者联想到具有相关属性特征的产品时,消费者的信息处理起来就会更加容易,认知流畅性就更高,消费者的品牌幸福感就会更好

1.5.2 实务意义

本研究的结论对于企业的品牌策划人员和营销人员为不同类型的产品选择采用何种拟人化品牌,能在消费者心中获取更好的品牌幸福感具有借鉴意义。本研究发现享乐产品、拟人化品牌影响着消费者的品牌幸福感。

1. 无论从科技层面,还是从效率较高的公关层面来看,采取拟人化的操作来打造良好的品牌都是今后的发展趋势,这反映了时代的进步,以及尊重人的需求,并将多个手段相结合来提高资源利用效率,为消费者创造良好的购物幸福感,也能够提高消费者的幸福指数。

2. 从品牌定位的角度来看,成为一个品类的领导品牌价值巨大,本文拟人化品牌与品牌幸福感的研究为企业根据自身享乐产品的品牌方向的选择提供了帮助,有利于企业通过市场参考及时调整自己的营销活动,为品牌冠以“更幸福”的标签,占领消费者心智,从而在品牌对比中获得良好的幸福形象,稳固品牌建设成效。

1.6 本研究的创新点

(1) 我们将深化拟人化研究,进一步验证拟人化领域中的应用价值。在现有的拟人化品牌研究中,拟人化品牌的研究主要集中在拟人化的存在是否影响消费者行为。并没有对内涵中的幸福感与拟人化品牌所放在一起讨论,因此研究拟人化品牌与品牌幸福感的匹配是有意义的。这样可以将拟人化品牌策略的积极作用得到发挥。

(2) 从过往的研究发现,享乐产品都对消费者幸福感在巨大影响,那么当消费者在品牌有了拟人化的作用下,又将会进行怎样的决策。研究以此为切入点,期望获得在享乐产品、拟人化品牌与消费者心理距离这三者共同作用下,消费者品牌幸福感会产生怎样的变化。

(3) 在研究过程的设计上做到尽量严谨、客观,用以保证研究结果的可靠性。例如:在研究任务中让被试以真实的态度进行作答,用最真实的数据来验证研究假设的成立。

2 文献回顾与研究假设

本章对理论基础—刺激反应理论、水平理论,以及本研究涉及各个的变量进行文献梳理。在了解各变量的定义、衡量和相关研究后,把握现在理论研究的动态,找出现有研究中存在的不足,并在此基础上建立理论模型,提出研究假设。

2.1 刺激反应理论

刺激反应理论 (stimulus-responcetheory) 认为有机体的一切行为都是刺激与反应之间形成的联结,即在严密控制的情境下给有机体一定的刺激,有机体会发生反应,我们可以观察它们的反应并预测和控制其行为。心理学家赫尔认为人的心理过程是“黑箱”,有机体 (O) 在刺激和反应之间具有反应倾向,是刺激与反应的联结,并以 S(刺激) — O(机体) — R(反应) 公式表示。从营销学的角度来看,消费者受到的刺激各形各色,如与产品营销相关的内部刺激(如有趣的产品外观设计、新颖的促销方式等);再比如与外部营销环境相关的政治政策性刺激、技术创新的刺激、社会文化的刺激等。这些内外部刺激都会使消费者心里发生某种变化,而心理反应正是消费者选择某种产品的内在推动力,心理反应的强度会影响消费者购买行为的发生概率。

2.2 拟人化品牌

拟人化 (Anthropomorphism) 是一种将人类的特质、动机、意图和情感赋予非人事物的倾向 (Epley *et al.*, 2007)。拟人化品牌 (brand anthropomorphism) 及其对消费者行为的影响直到 21 世纪才引起学者们广泛的关注。此前,消费行为学领域将为非人客体赋予人类特性的现象称为“泛灵论”Guthrie and Guthrie (1995) 认为消费者具有将人类特性注入非生命客体的主观意愿,从而影响对产品的评价。持泛灵论观点的学者认为消费者不会将客体视作完整的人类,是一种“有限拟人化”(Avis, 2011) 与之相对的是, Epley *et al.*(2007) 等学者秉持“完整拟人化”的观点,即消费者不仅会赋予客体人类特性,而且会将其想象为真正的人,以对待人的方式来对待该客体 (Puzakova & Kwak, 2018)。

2.3 心理距离的概念

在市场营销学中,心理距离描述的是消费者感知到的与品牌之间的亲密程度,是一种心理联结状态的表达。严进(2015)认为心理距离是消费者根据自身当下所处的状态,感知到的与商家或品牌之间的距离,即在购买过程中,由于地理、空间、信息对称程度等客观差异,消费者感觉与商家存在一定鸿沟,这种鸿沟就是心理距离。刘金秀(2015)结合解释水平理论的相关知识,指出当个体感知心理距离较远时,他会用高解释水平去理解事情,这时的他们往往不关注细节上的问题,相反的,较近的心理距离会引发低解释水平的理解,这时的个体会更加注重细节上的问题。本文研究的心理距离是指消费者感知到的与品牌的一种心理联结状态。

2.4 享乐产品

对于享乐产品的划分,营销领域存在各种依据和方法,其中将其划分为实用型产品和享乐产品是十分常见的一种划分方式。不同的学者对于这两类产品的定义存在着一些不同,本研究将其进行了梳理和总结。有一部分研究从产品本身具有的属性特征出发,对实用型和享乐产品进行定义。另一部分研究则基于个体的购买目的,提出了实用主义消费和享乐产品消费的概念 (Hirschman & Holbrook, 1986),认为实用型产品指的是消费者购买的目的是为了获得该产品带来的实际功效;享乐产品指的是消费者购买的目的是为了获得该产品带来的情感上的幸福感。李国庆等人(2006)将这两类产品对应的不同购买目的的进一步细化,指出消费者购买享乐产品的目的是感受产品造就的轻松、愉悦和激动等,购买实用型产品的目的是获得产品的作用性和功能性。

研究还指出,许多产品既有趣又实用。李国庆等人(2006)在研究中也指出:大多数产品兼具享乐性和功能性,但每种产品都因为两种属性在产品中所占的比例不同而着眼于不同的属性。因此,在本研究中,将享乐属性高百分比的产品定义为享乐产品,将功能属性高百分比的产品定义为实用产品。他还指出正在针对不同的购买目的比较两种类型的产品,该定义更加全面具体。

总之,享乐产品与享乐消费主义相对应。这些产品的功能如下:拥有和使用这种产品可以给您带来欢乐,自信和兴奋,而购买产品的目的是获得产品,产品带来的情感感知,从而提高产品质量。本研究中的享乐产品的定义采用了前文提到的李国庆等人(2006)的方法。这也是大多数研究中使用的方法。换

句话说,用仪表测量产品的愉悦性和功能属性。较高的产品是享乐产品,具有较高功能属性的产品被分类为功能产品。功能产品有时称为实用产品,没有本质区别。

2.5 品牌幸福感

依循亚里士多德的观点来看,品牌选择与消费的过程实际上也是消费者寻找和获得幸福感的过程。若品牌给消费者带来了幸福,消费者也必将表现出积极的消费行为来回馈企业。在心理学领域,幸福感主要分为三种,即主观幸福感、心理幸福感、社会幸福感。

品牌幸福感充分考虑了三种视角的幸福,基于品牌的幸福感不应仅仅只是消费者生活满意度的提升和获得的短暂愉悦情绪,还应该也必然涵盖了心理幸福感和社会幸福感的实现。王凛(2018)在品牌幸福感的研究中提到消费者在与品牌接触过程中所获得的短期愉悦体验和长期精神满足。品牌幸福感具有不同于消费者幸福感、品牌满意度、品牌快乐的内涵:消费者幸福感来自于消费阶段、消费对象、消费方式等,而品牌幸福感强调品牌联想、品牌信任、品牌关系、品牌个性、品牌形象意义带来的幸福感;总而言之,品牌幸福感强调主观幸福感、心理幸福感、社会幸福感三个方面。

2.6 拟人化品牌对消费者品牌幸福感的影响

Puzakova and Rocereto (2009) 将拟人化品牌定义为:消费者将品牌知觉为拥有情绪、心智、灵魂和意识行为的真实个体,并将其作为社会联系的重要成员。品牌个性一致性理论认为,如果消费者与品牌两者的个性互相匹配,容易促进消费者对品牌做出偏爱、积极的响应,促使消费者对产品形成积极评价(薛云建、董向东,2018)。品牌幸福感强调品牌联想、品牌信任、品牌关系、品牌个性、品牌形象意义带来的幸福感。还包括这种愉悦状态,也包括品牌使自我得以完善的成就感以及个人为社会创造价值的充实感等(王凛,2018)。拟人化品牌有利于加强消费者与品牌之间的社会联系,提升消费者对品牌的偏好和依赖(Puzakova & Rocereto,2009)。汪涛与谢志鹏(2014)认为拟人化品牌不仅可以促进消费者和品牌之间的联系,还能增加消费者购物幸福感的满意度。

H1: 拟人化品牌对品牌幸福感具有显著正向影响。

2.7 拟人化品牌对心理距离的影响

当拟人化的品牌与消费者交流时,并不直接切入主题,而是为消费者提供了一种有趣而可爱的方式。一种轻松的感觉,可以缩短消费者之间的距离 Brehm (1981)。Fiedler *et al.* (2012) 从信息距离的维度指出一个消费者所掌握的商品信息越丰富,他与该商品之间的信息距离就越近,从而提升消费者购买该商品的概率。许峰与李帅帅(2018)把心理距离作为中介变量,这就能够有效拉近与消费者之间的距离,促使消费方购买产品。唐甜甜与胡培(2018)指出较近的社交距离和时间距离会唤起消费者购物时愉快的感觉,相反的,较远的社交距离和时间距离会导致消费者不佳的情绪,让消费者紧张不适。

H2: 拟人化品牌对心理距离的具有正向影响。

2.8 心理距离对消费者品牌幸福感的影响

乔均与宋稚琦(2020)的研究结果表明较近的心理距离能够显著提升消费者对品牌或产品的喜爱与购买意愿。心理距离能够引导人们与自己喜好或熟悉的个体发展和维持关系,与厌恶或不熟悉的个体保持距离。熊立与赵建彬(2015)研究指出心理距离越远时,会加强个体的危机感意识、加剧心理障碍、建立牢固的自我防卫意识,相反的,当心理距离较近时,个体容易产生轻松、自在、真实的情感。缩短心理距离能降低个体的危机感、心理障碍及自我防卫的心理机制,激发个体真实、开放和信任的情感。王凛(2018)在品牌幸福感的研究中提到消费者在与品牌接触过程中所获得的短期愉悦体验和长期精神满足,品牌幸福感的来源是品牌,品牌是消费的重要对象,具有许多自身的特点,如品牌联想、品牌信任、品牌关系、品牌个性、品牌形象意义等。

H3: 心理距离对消费者品牌幸福感具有正向的影响。

2.9 享乐产品的调节作用

关于享乐产品的定义中提到,对于享乐产品来说,消费者更关注这类产品能否带来审美幸福感、情感关怀、归属感和刺激感等(Batra & Ahtola,1991);消费者购买享乐产品的目的是感受产品造就的轻松、

愉悦和激动等, 购买实用型产品的目的是获得产品的作用性和功能性 (李国庆等人, 2006)。彭全全 (2018) 对实用产品来说, 即使拟人化涉及全面丰富, 仍然是消费者所购买的产品并无明显拉近与消费者心理距离。对于享乐产品的拟人化涉及, 消费者能明显受到情感、幸福心理和归属感的刺激, 因而我们可以得出, 拟人化品牌对产消费者的心理距离是受享乐主义所影响的。

H4: 享乐产品在拟人化品牌和心理距离之间具有调节作用。

3 研究方法

本章在第二章文献综述、理论基础的铺垫下, 推理本研究的研究假设并构建模型, 同时结合文献探讨总结, 对拟人化品牌、享乐产品、心理距离、消费者品牌幸福感进行定义并设计问卷题项, 确定本研究的研究样本、问卷数量和数据分析方法。

3.1 研究架构

该模型中: 拟人化品牌为自变量, 品牌幸福感为因变量, 享乐产品为调节变量, 心理距离为中介变量。关于拟人化品牌、享乐产品、心理距离与消费者品牌幸福感的研究模型如下:

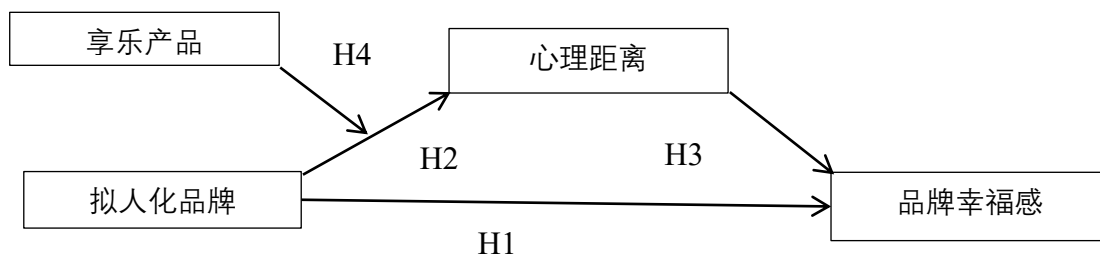


图 3.1 研究框架图

资料来源: 本研究整理

H1: 拟人化品牌对品牌幸福感具有显著正向影响。

H2: 拟人化品牌对心理距离的具有正向影响。

H3: 心理距离对消费者品牌幸福感具有正向的影响

H4: 享乐产品在拟人化品牌和心理距离之间具有调节作用。

3.2 测量工具

(1) 拟人化品牌: 本文采用的量表在印象型线索上主要参考了 Aggarwal & McGill (2007)、Guido & Peluso (2015)、Landwehr *et al.* (2011) 的相关研究; 交互型线索主要参考了 Eplyel (2008)、谢志鹏 (2014) 的相关研究。文静怡 (2015) 在品牌拟人化对品牌权益的相关研究中所使用的品牌拟人化量表主要也是参考了上述学者的成果, 该量表的整体 α 系数为 0.930, 说明该量表具有良好的内部一致性。此外, 汪旭晖与冯文琪 (2016) 在相关研究中, 也使用了该量表, 并验证了该量表的良好信用和效用。

(2) 享乐产品: 享乐型产品与享乐消费主义对应, 这类产品的属性是: 具有审美性, 重在幸福感感可以产生愉悦、自信与刺激等感知; 它需要实质的精神活动; 顾客购买主要目的是为了提升生活品质。Voss *et al.* (2003) 开发了一个成熟量表用来测量产品的两大属性, 其中, 他们认为功能型的产品主要是从有益性、必要性、功能性、有效性、适用性这几个指标来测量; 而享乐型产品则主要是从可享受性、趣味性、兴奋感、愉悦感这几个方面来测量。本研究对享乐产品的区分将沿用 Voss *et al.* (2003) 的测量方法, 通过 10 个测项, 其中 10 个指的是“有效的、有益的、功能性的、趣味性、兴奋感、适用性、必要性、令人愉快的、令人激动地、享受性的”, 而 7 点和拟人化品牌测评中的相同。

(3) 心理距离: 本文选用了熊立与赵建彬 (2015) 所开发的心理距离测量量表对心理距离的维度划分了四个维度: 时间距离 (Tempral Distance)、社会距离 (Social Distance)、空间距离 (Spatial Distance) 和假设性距离 (Hypotheticality Distance) 4 个维度。

(4) 品牌幸福感: 本文采用王凜 (2018) 七级量表的方式测量消费者的品牌幸福感, 品牌幸福感量表的整体 Cronbach's α 值为 0.825, 量表可靠。品牌幸福感量表划分三维度: 主观幸福感、心理幸福感、社会幸福感, 九题项结构具备良好的内部一致性信度和组合信度, 同时, 收敛效度、聚合效度和区分效度及预测效度也得到证实。

3.3 研究对象与数据收集

本研究为定量研究,在查阅、分析以往文献的基础上,建立研究模型,并运用了问卷调查法进行探讨研究。本研究对获取的数据进行分析,主要采用的描述性统计分析,信效度分析,相关分析和回归分析方法对假设进行检验。本次研究的主要研究对象都是中国山东省内的在校本科生和研究生,分别探究了拟人化品牌对品牌幸福感的影响,享乐产品的调节作用以及心理距离的中介作用。首先,山东为国内教育大省,属于国内学校最多且涵盖了各个不同地区的学生,满足了随机抽样方法的前期笔者对于山东的人脉相对较广,同时对于众多学校的学生有过交流,从调研成本方面来说,成本相对较低,使得调研成本控制在可控的范围内;山东学院众多消费能力相对平均,对众多品牌的了解程度在各个年龄阶层具有代表性,正好符合本研究的目的。

本研究为了每一位参与者可以足够认真的进行问卷的填写,本研究实验的展开都是针对在校的研究生和本科生进行线上的材料展示和问卷填写。可行的数据收集方式必须要综合考虑问卷的有效性、成本和反馈效果等因素,而网络问卷调查可以降低成本,增加数据收集的科学性和便捷性(陆宏、吕正娟,2011)。除此之外,受当前不可抗力因素(冠状病毒疫情)的影响,实地调研受到了诸多限制,为确保问卷调查回收效率,方便问卷调查行动的开展,合理利用有限人力资源,本研究调查采取问卷的方式,并对调查样本的中国大学在校本科生和研究生进行便利随机抽样。

在母体范围极大的情况下,欲达到95%的信赖水准且抽样误差不超过5%,根据Dillman(2000)推导之样本计算公式,有效样本数需达340份。因此,本研究计划发放调查问卷500份。随着技术的发展,电子版问卷系统逐渐成熟,人们不再拘泥于纸质调查的形式,开始转向基于网络的电子问卷,更加方便地实现自动统计分析和评价。“问卷星”是一个专业的在线问卷调查平台,专注于为用户提供功能强大、人性化的在线设计问卷、采集数据系列服务,是掌握实际情况、收集信息的有效手段,(靳亚南,2015)。所以研究所需的数据均来自问卷调查,发放与收集方式主要通过问卷星进行数据采集。

3.4 数据分析

本文章将利用统计数据分析软件进行统计、信效度分析、描述性统计分析、相关分析、回归分析—假设分析、中介检验、调节检验。

研究计划使用统计数据分析系统对获取的数据进行分析,主要采用描述性统计分析,信效度分析,相关分析和回归分析方法对假设进行检验。描述性统计分析是我们对数据进行分析的最基础性工作,它是用数学语言对样本数据的总体情况、结构、基本信息所进行的描述。

信度是对量表是否具有稳定性与一致性所做出的系统性的评价,即对相同的现象或者相似的现象进行测量,检验其所得结果的一致程度。信度是对量表是否具有稳定性与一致性所做出的系统性的评价,即对相同的现象或者相似的现象进行测量,检验其所得结果的一致程度。

量表的探索性研究中认可接受水准;而 α 值小于0.35表示信度很低,予以拒绝。效度即有效性,是测量所采用的工具或手段能够准确测量出目标物的准确程度。本研究中的效度检验以内容效度为主,通过对各量表在先前研究中的使用和分析结果来判断其是否具有有效的内容效度。同时,本研究还通过KMO检验与Bartlett球形检验以判断研究数据是否具有结构效度。

回归分析是一种用来研究存在相关关系的变量之间具有的某种确定的非线性关系或线性关系的统计分析方法。

相关分析是一种用来研究变量之间的相关性或非确定性关系的统计分析方法,其中非确定性是指不确定变量间的因果关系。变量间的相关程度主要用相关系数来表示。一般来说,研究所假设的变量之间应该存在较高的相关关系,这样才有必要进行下一环节的回归分析。本研究采用皮尔逊相关系数分析(Pearson Correlation),检验各变量的相关性。

3.5 前测分析

本研究计划调研在中国几所大学的在读大学生。为确保后期正式采集数据的质量与可靠性,本研究在正式调研之前对调查问卷进行了前测,此次前测在小范围发放问卷,调研对象为包括在中国某大学的大学生和研究生。前测采用问卷星平台的网络问卷,向受访者进行数据采集,共发放、回收问卷135份。以填答时间不足180秒为无效问卷排除标准,最终得到有效问卷67份,有效问卷回收率约为50%。将回收数据进行整理后进行信度与相关性分析,其结果如表3.5所示。

表 3.5 Pearson 相关-标准格式

	平均值	标准差	拟人化品牌	享乐产品	心理距离	品牌幸福感
拟人化品牌	4.992	1.517	1			
享乐产品	4.918	1.338	0.824**	1		
心理距离	4.519	1.459	0.718**	0.702**	1	
品牌幸福感	4.434	1.356	0.762**	0.641**	0.592**	1

* p<0.05 ** p<0.01

资料来源：本研究整理

利用相关分析去研究拟人化品牌和享乐产品, 品牌幸福感, 心理距离共 3 项之间的相关关系, 使用 Pearson 相关系数去表示相关关系的强弱情况。由表 3.2 分析可知: 拟人化品牌与享乐产品, 心理距离, 品牌幸福感共 3 项之间全部均呈现出显著性, 具体来看拟人化品牌和享乐产品之间的相关系数值为 0.824, 并且呈现出 0.01 水平的显著性, 因而说明拟人化品牌和享乐产品之间有着显著的正相关关系。拟人化品牌和心理距离之间的相关系数值为 0.718, 并且呈现出 0.01 水平的显著性, 因而说明拟人化品牌和心理距离之间有着显著的正相关关系。拟人化品牌和品牌幸福感为之间的相关系数值为 0.762, 并且呈现出 0.01 水平的显著性, 因而说明拟人化品牌和品牌幸福感之间有着显著的正相关关系。

总结分析: 前测样本内部一致性系数 (Cronbach's α) 均高于 0.7 以上, 说明前测样本信度良好, 且各变量间均呈现出显著的相关性, 符合继续进行研究的条件。

4. 预期结果与贡献

4.1 预期结果

按照此次研究的目的和预先做出的假设, 本研究所得到的最终验证结果具体如下表 4.1 所展示:

表 4.1 研究假设汇总表		预期假设结果
序号	假设内容	验证结果
假设 1	拟人化品牌对品牌幸福感具有正向影响	获得支持
假设 2	拟人化品牌对心理距离具有正向影响	获得支持
假设 3	心理距离对品牌幸福感具有正向的影响	获得支持
假设 4	享乐产品在拟人化品牌和心理距离之间具有促进的调节作用	获得支持

资料来源：本研究整理

4.2 预期贡献

拟人化品牌能够为消费者提供伙伴感以及交流的愉悦, 通过为双方关系创造价值, 拟人化品牌可以为为企业和顾客间发展信任关系, 并帮助创造品牌和顾客间的情感纽带。基于消费者人际关系的心理距离, 本研究验证了心理距离分别在拟人化品牌与品牌幸福感的部分中介作用。在拟人化品牌的背景下, 消费者往往将品牌感知为可以进行互动的实体, 展示可爱的外形和轻松的沟通氛围拉近了品牌与消费者的心理距离从而让消费者感受到自由, 进而增强了消费者的正面态度甚至形成消费者对拟人化品牌的至爱关系。研究发现, 拟人化品牌能够对品牌幸福感有着显著的积极影响。消费者能够从享乐型产品本身的各种属性中自发感受到拟人性, 企业也能通过拟人化营销行为激发消费者的拟人化感知, 且消费者对

品牌的感知拟人化程度越高,对品牌的幸福感就越高。本研究中的品牌幸福感由主观幸福感,心理幸福感,社会幸福感衡量着消费者对品牌的综合评价。因而,拟人化品牌作为一种营销手段,也能够对消费者的认知、情感和行为产生积极的影响。

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The Role of Humor in Office Management and Its Impact on Organizational Effectiveness

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Abstract

In order to explore whether humor can be used as a management tool in Chinese office management, how managers use humor to enrich leadership, how to use humor to achieve some important organizational effects, and what factors affect the appropriateness of humor. This study combed important studies on humor and management, collected data from 8 managers of 8 large and medium-sized service organizations in China through semi-structured interviews, and coded data analysis using grounded theory. Research has found that managers recognize the benefits of using humor as a management tool. Humor is highly situation-dependent in achieving organizational effects such as reduced stress, team cohesion, improved communication, creativity, and leadership effectiveness. Respondents tended to attribute their use of humor to their natural skills and humor was just a part of their personality. The negative effects of race and gender on humor use are not obvious, while language, age, religion and hierarchy have an impact on the effect of humor use.

幽默在办公室管理中的角色和对组织效果的影响

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摘要

为了探究幽默这一元素在中国办公室管理中能否作为一种管理工具，管理者如何用幽默来充实领导力，如何使用幽默达成一些重要的组织效果，哪些因素影响幽默的适宜性。本研究梳理了幽默与管理的重要研究，采用半结构访谈对 8 家中国大中型服务机构的 8 位管理者进行资料搜集，使用扎根理论对资料编码分析。研究发现管理者意识到使用幽默的好处并认为它是一种管理工具。幽默在实现减少压力、团队凝聚力、改善沟通、创造力和领导效能等组织效果的效用非常依赖于情况。受访者倾向于将幽默的使用归因于他们的自然技能，幽默只是他们个性的一部分。种族和性别对幽默产生负面的效果并不明显，语言、年龄、宗教和层级对幽默使用的效果有影响。

关键词：幽默、管理者、领导力、组织效果

1. 绪论

1.1 研究背景

幽默无处不在：在人们的家庭、社会、学校和工作生活中，很少有一天没有人参与或暴露在开玩笑的行为中，这是所有文化背景和各行各业的人所共有的。但是对于欢笑的理解不仅仅只应该停留在表象，它还有更深层次的意义，可以为人们的社会交往带来一些更深层次的帮助。

早在 19 世纪末 20 世纪初，学者们就认为幽默能够释放紧张和攻击性 (Collinson, 2002)。在心理方面，通过幽默的方式释放压力和应对困难 (lyttle, 2007)。在社会效益方面，幽默可以有效

地带来团队凝聚力 (Romero & Cruthirds, 2006), 甚至可以作为团队成员之间的社会“润滑剂”(Glozer & Morsing, 2020)。

在某些特定的历史中发现, 幽默被认为是“不文明”和“危险的”。20世纪30年代福特汽车公司管理者不允许工人工作时交谈、吹口哨或发出奇怪的声音, 这些行为被认为是一种反抗的表现 (Collinson, 2002)。当代社会也有认为幽默是一个不认真工作的表现, 所以不被接收 (Hughes & Avery, 2009)。研究人员倾向于将这种现象归因于组织文化, 该文化将建立在工作环境中幽默是被接受还是被拒绝 (Cooper *et al.*, 2018)。

单看幽默的益处, 它可以对组织产生多种作用, 如增强团队的凝聚力和沟通状况 (Glozer & Morsing, 2020)。增加员工对组织环境与个人的满意度 (Martin & Ford, 2018), 提高成员的工作效率 (Avolio *et al.*, 1999), 减轻在工作或生活中所带来的压力 (Lee & Kleiner, 2005) 以及可能增加员工的创造能力 (Lang & Lee, 2010)。近些年的研究中学者也把幽默话题的关注点放到了管理者可以故意利用幽默来达到组织效果 (Cooper *et al.*, 2018)。幽默作为一种有效的管理方法和工具 (Kilinç *et al.*, 2014) 也受到了研究者的关注。

1.2 研究目的与研究问题

在以往的研究中, 研究者们更加注重管理者幽默对员工或组织的量化研究, 少有质性研究来探索幽默在管理中的效用。此外, 这个话题并没有太多的地理多样性, 国内外在文化维度上存在明显的差异, 中国的背景也为本研究提供了一个有趣的环境。

本研究希望通过对幽默存在于职场中的影响效应的相关议题, 挖掘出在中国幽默在办公室管理中的优劣。了解办公室管理中幽默的使用现状, 归纳总结出相关的建议与策略, 帮助管理者理解幽默所产生的效应以及如何组织中合理使用幽默, 从而提高管理能力。为了达到研究目的, 设计了以下研究问题:

1. 幽默在办公室管理中能否作为一种管理工具?
2. 中国的管理者如何运用幽默实现重要的组织效果?

2. 文献综述

2.1 幽默与幽默产生的理论

如今人们所指的“幽默”是由英文“Humor”的音译。《辞典》中则将幽默定义为“形容事情、言行滑稽有趣或意味深长”。“幽默”被学者认定为是一种行为, 这种行为本质上是一种刻意为之的交际行为 (Lynch, 2002)。

回顾幽默产生的理论的重要性在于解释什么被定义为幽默以及为什么可以被认为是幽默,

(1) 失谐理论(Incongruity Theory)解释幽默的效应主要是发出者和接受者传递信息出现预期与实际情况不一样时, 就会产生失谐。失谐展现出一种情理之中, 意料之外的情景, 就可以获得幽默的体验(Glozer & Morsing, 2020)。(2) 释放理论(Release Theory)认为幽默通常是用作自我防御的机制, 以拒绝现实保护自己免受痛苦(Cooper *et al.*, 2018), 如一个被判刑的罪犯试图说笑而改善痛苦的心情。当一个人感到压力或紧张得到释放时, 他就会大笑或感受到幽默, 幽默通过引起别人笑来释放压力或紧张(Karim Yahya, 2020)。(3) 蔑视/优势理论 (Superiority/Disparagement Theory)认为当个人在某些方面觉得比别人优越时, 他就会笑。优越感幽默并不总是带有攻击性, 也经常被用来控制下属。此外, 运用这种类型的幽默可以“保持界限, 而不会因使用强有力或批评的语言而受到负面影响 (Thelen, 2019)。

Glozer and Morsing (2020) 表示关于幽默产生的理论都适用于特定的情境:(1) 失谐的幽默呈现新的观点和不一样的想法。(2) 释放的幽默是为了缓解沟通时的紧张气氛, 或与有争议的问题有关。(3) 蔑视 / 优势的幽默, 用于批评反对者或使一个小群体团结。从组织行为学的角度来看, 幽默产生的理论基础为人们提供了营造良好环境, 促进幽默产生和发挥积极作用的基本思路。

2.2 幽默与领导力

领导者是“那些在特定的环境中拥有权力和权威的职位, 对社会控制和组织负有责任的人”

(Collinson, 2002), 他们在工作场所的整体互动中扮演着重要的角色, 幽默的好处也体现在领导力理论中。幽默应该是优秀的领导者所具备的特质 (Morrison, 2007)。幽默的有效运用也被描述为领导者角色的重要组成部分, 领导者在公共场合的幽默行为常常会给人留下深刻的印象, 并由此产生许多外溢效应。

领导是组织工作信息和分配资源的重要来源, 是组织工作环境中对于员工最有影响力的力量 (Amabile *et al.*, 2004)。领导对幽默的有效运用能成为激励员工、进行有效沟通和减少冲突的重要手段, 使领导能够用来影响员工的结果 (Cooper *et al.*, 2018)。

2.3 幽默与组织效果

在幽默类型研究的中, Martin (2003) 将幽默从两个角度分成了四种类型, 常见的积极性幽默包括亲和性幽默和自我提升性幽默两类, 而消极性幽默(攻击性幽默和自我贬性幽默)则可能导致组织效率降低, 对组织发展不利。与此同时, 他认为幽默的选择方式受幽默发出者的个性特征和主观认知等因素的影响。

组织的存在有自己的目标和发挥的效果。目标与履行组织对社会和利益相关者的义务有关。而效果是指组织内部的环境, 组织效果的内部指标包括: 组织完整、协调、管理任务与管理人际关系的技能, 参与决策、工作满足、提高士气、员工的训练与发展等 (Cameron, 2015)。本研究感兴趣的是组织的效果, 希望提供一个合适的讨论幽默作为一种管理工具的铺垫, 以实现管理者的职能和实现组织的效果。

本研究关注了一些在幽默文献中公认的常见效果。即减少压力, 增加团队凝聚力, 改善沟通, 提高领导效能和培养创造力。这些组织效果本质上是在长期的视角下实现的; 然而, 由于本研究关注的是日常发生的人际互动, 本研究认为有必要将组织效果分解为情景或管理问题, 从而在长期内产生期望的组织效果。

压力是一个重要的管理问题, 因为忽视下属之间的压力可能导致较低的生产力和有价值的员工离职的问题 (郭仲伟、卢衍良, 2011)。这些有压力的情况往往是任务期限所带来的。时间上的压力与任务期限是人们在工作当中压力产生的主要因素 (Bloisi *et al.*, 2003)。

建立团队凝聚力时, 幽默也是有益的。将团队凝聚力作为期望的结果时, 群体内部发生冲突时可能危及群体的凝聚力。管理理论认为由于组织中协作失调而产生的冲突是不被接纳的, 这些冲突有很大几率造成负面的影响, 比如成员之间的蔑视、不尊重, 甚至产生暴力事件 (Bloisi *et al.*, 2003)。

Pastor (1996) 认为, 不管任何团体, 尤其是正在经历变革的团体而言, 和团体内的成员有效的沟通交流特别关键。只有让成员清楚的明白, 下属们才能有归属感, 管理者与下属才会为团体的最终目标而奋斗。为了确保在工作场所有有效的沟通, 管理者应该不断鼓励员工在日常互动中分享他们的感受 (Bloisi *et al.*, 2003)。

对于确保组织的创造性过程是重要的: 解决问题的能力。在这种情况下, 员工需要跳出思维定势, 想出新的方法来处理不熟悉的问题。Isen *et al.* (1987) 研究发现, 幽默能够作为一种有帮助的工具, 帮助发散成员的思维与提高创造力。幽默在应对紧张情况时发挥的超然作用在解决问题的情况下也会有帮助, 幽默可以使人们远离问题是有效的, 同时能够让他们从一个新的角度看问题 (Martin & Ford, 2018)。

领导效能可以有很多角度, 重要的是关系的建立/维持。作为管理者如果和员工之间的距离太大, 就会导致沟通的困难 (Romero & Cruthirds, 2006)。成员之间的关系是冷漠、严肃的。在这些情况下, 关系不能提供一个开放的对话或同事情谊。领导者变得更接近员工, 员工感到组织环境的舒适, 这些方面可以用来评判领导的效能。

Romero and Cruthirds (2006) 认为幽默的发出者会考虑使用幽默之后希望达到的组织目标, 然后根据不同的目标选择幽默的类型, 最后再利用这种幽默来传达发出者的想要的目的。比如一个领导者试图用幽默来拉近上下级之间的关系, 增加团队的凝聚力, 那么他可能会选择使用亲和型的幽默来表达亲密。但是, 如果领导想要训斥和打击下属, 那么他可能会选择攻击性的幽默, 以此来显示他对下属的疏离。幽默接受者的个性特征和主观认知会影响幽默的使用效果, 强调了性别、种族等个体差异不仅会影响幽默发出者对幽默类型的选择, 也会影响幽默接受者

对幽默的理解。通过这点可以知道，个体的差异对幽默运用的过程中会存在不同的影响偏差。

2.4 研究框架

通过对文献的梳理，结合理论与研究问题归纳出本研究的研究框架图（图 2.1）。说明了如何考虑幽默影响组织想要达到效果的重要部分，幽默、组织效果和影响因素之间的相互关系。

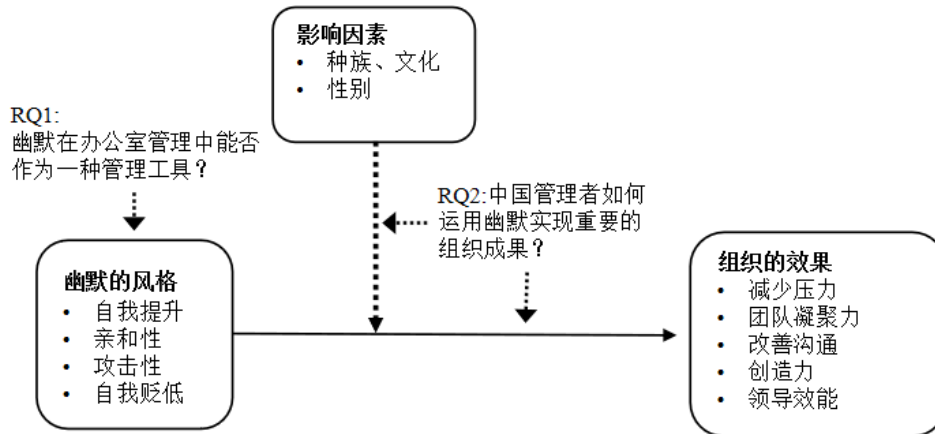


图 2.1 研究框架图

资料来源：本研究整理

3. 研究方法与设计

3.1 研究方法 with 数据收集

Miller et al. (2004) 认为当目的是解释事件发生的原因和方式时，定性研究是合适的。本研究中感兴趣的是幽默作为一种管理工具管理者的经验和想法，因此定性研究模型更适合本研究。扎根理论是质性研究中一种重要的理论建构方法，旨在没有研究假设的情况下，从大量的调查资料中自下而上建立实质理论。其核心在于通过科学的演绎、分析、逻辑归纳等方法进行资料收集与分析的持续互动，最终升华成新的理论。在扎根理论中，资料的收集整理与分析是一并发生、同时进行、连续循环的过程其主要过程包括：开放性编码 (open coding)、轴心性编码 (axial coding) 和选择性编码 (selective coding)。

数据收集的过程按照扎根理论程序进行，挑选中国的大中型服务机构的管理者作为调查对象，其主要原因：（1）扎根理论的原则之一是注重样本信息丰富而非数量大小，通过公司人事部门说明本研究的意图，筛选联系到合适的受访者，管理者具有 3 年以上的管理经验，可直接、全面获取相相对真实、丰富的资料数据，有助于得出客观结论。（2）与其他类型的组织相比，以服务为中心的组织层级结构更平坦，涉及更多的管理与日常互动。（3）大中型机构有一定数量的少数民族或国外人员，抽样也考虑到性别、年龄、种族等多样性原则。具有一定的典型性、符合目的性抽样的基本要求。

在有关定性研究中访谈是常用的数据收集方法之一陈向明（2002）。访谈可以更加了解了解受访者的思想活动和内心观念（陈向明，2002）。研究问题的确定源于两个方面：（1）对中国管理者管理情况的资料收集和研究。（2）对于幽默与管理相关领域文献的梳理，从对文献和现实中比较，发现现有研究成果缺乏中国管理者幽默使用的实证研究，国外的研究不一定适用于中国管理现象和问题。这意味着将与主题设计访谈提纲中概述本研究的理论框架，为了扩大对主题的理解，将开放问题让受访者自由反思主题新见解和角度，超出研究者的偏见。基于对访谈法的解释，本研究使用半结构访谈的方式搜集资料。

研究按照扎根理论搜集处理同时进行，以确保理论饱和，防止资料的堆积。理论饱和度是指不可以获取额外数据以使分析者进一步发展某一个范畴之特征的时刻，是决定何时停止采样 的鉴定标准。因此，将受访者的回答编码进行随机抽取，如发现没形成新的范畴，则理论饱和 度检验通过。个体访谈时间为 40 分钟到 1 小时，整个访谈过程采用笔记和录音的方式进行记录，然后对资料进行分析演绎归纳，最终提出结论。

3.2 分析方法

有关样本大小 Yocco (2017) 根据相关调查关于可用性测试的经典理论, 6-8 人便可以找到 80% 以上的可用性。本研究搜集到了来自不同行业的管理者保险 2 家、招聘 2 位、银行 2 位、审计和金融各 1 位。在进行了 8 次访谈后, 资料已经足够为分析提供了广泛的基础。

此研究将访谈中所有的录音资料都整理成文字, 并对受访者以 L-1 到 L-8 编号, 这构成了研究中最基本的数据资料。对于访谈资料的分析按以下几个步骤进行。

一是仔细阅读资料, 熟悉数据, 对每一位被访谈者的访谈文字形成一个整体的图像。依据建构的分析框架, 将被访谈者的不同陈述加以简单的标注, 加以初步的分析。

二是针对研究的具体问题, 将每位的访谈资料采用逐行分析的方式, 进行详细的编码。以此来概念化, 在此基础上再逐渐将这些概念发展出类别, 并建立关系。

三是对每一类问题进行详细分析, 找出受访者在这些问题上表现的主要特征。在此注意了不同个案被访谈者之间的比较, 这样使研究者对资料的数据更加敏感, 也较容易发现一些不同的概念。

在分析资料的过程中, 各种各样的策略运用, 其目的都在于辨认出概念, 进而发展概念、联结概念, 进而发展出理论。这其中, 研究者经历了不断地经常比较、问问题、反复地密集地进行数据分析的过程, 目的是不断保持敏感与开放, 小心地得出结论。作为研究人员, 解释可能会受到主观的影响, 所以本研究通与理论文献比较分析以确保分析的准确性。为确保资料整理的效率、准确性和更好的深入分析, 本研究将使用专业的质性分析软件对每一位受访者的信息资料进行筛选与信息编码。

4 数据分析

4.1 幽默在办公室管理中作为一种管理工具

4.1.1 幽默在领导力中所占的比重

有关领导力话题的资料, 本研究希望得知在受访者认为的领导力中幽默到底占据了多少分量。领导力理论认为, 幽默感是一种有助于成功领导力的人格特征, 有效运用幽默在领导者的工作中发挥着重要作用 (Morrison, 2007)。

表 4.1 管理者对领导力的理解
对管理者领导力的理解

-
- L-1. 作为领导者的存在的重要性, 可以在员工的日常活动中**提供帮助和支持**。领导应该能够尽快**处理员工的询问或想法**, 让他们觉得可以随时来找我。
 - L-2. 领导的关键是给员工**行动的自由**, 从而为他们的**决定负责**。
 - L-3. 作为一名领导者, **重视员工的价值**是至关重要的, 让他们感到自己是团队的一部分, 从而使他们作为个人和专业人士得到发展和成长。我认为**幽默是领导的一个重要方面**。
 - L-4. 在我的日常事务中, 我需要在**正确的地方找到正确的人**。对员工和客户的关注进行年度调查。
 - L-5. 领导者必须**践行自己的信条**。如果我公开承认自己犯了错误, 那么其他人也会这样做, 从而在办公室里创造出一种更轻松的气氛。
 - L-6. 我认为作为一个领导者, 无论是从短期还是长期来看, 都要**为组织着想**, 这样才能为可能发生的与下属的对话留有余地。我遵循的座右铭是“**工作时开心**”允许人们在工作时笑很重要。
 - L-7. 需要**有条理、注重时间和授权**, 这样才能成为一个高效的领导者。
 - L-8. 确保每个人都在**同一条船上**, 这对于这么多员工来说并不明显。尽可能多的**组织参与**是非常重要的。我们每天都与客户会面, 并注意到流程的对错, 因此领导与下属的**持续对话**至关重要。
-

资料来源: 本研究整理

访谈资料发现 (表 4.1), 当大多数受访者自发地反思他们的领导能力时 (表 4.1), 幽默并不是他们想到的明显因素。L-6 是调查结果的例外, 她认为允许人们在工作时笑是很重要的。另一个突出的回答是 L-3, 他提到幽默是他领导力的一个重要方面, 幽默在各种情况下对领导者都有帮助。

这些经验发现多少反映了中国管理者对幽默作为管理工具的态度。本研究的发现强化了这一概念，表明尽管中国管理者将幽默用作领导力的支持，但它的重要性的关注度有限。因此，得出结论，幽默不能被视为受访者领导力中最明显的成分。

4.1.2 管理者对幽默的理解

询问受访者什么是幽默，希望分析受访者如何看待幽默的概念，以及他们对幽默作为一种现象的理解（表 4.2）。

表 4.2 受访者对幽默的理解

幽默的理解
L-1. 我认为幽默是 喜悦、乐趣 和常见的 幸福 ，我也认为幽默是一个人向另一个人开的 愚蠢的玩笑 。
L-2. 幽默能让人 发笑 。在工作中，人们互相 分享 和 嘲笑的事实 使他们更加亲密，并勇敢地分享更多。
L-3. 幽默对我来说是一种 温暖的东西 ，它包括娱乐舒适，从而促进团结的发展。眼睛里的光芒也是幽默的一部分。
L-4. 幽默是一种以更 轻松的方式 看待事物，不那么严肃，这可以缓解气氛，也不把自己太当回事。
L-5. 对我来说，幽默是人们能以 微妙的方式 认识到自己有趣的地方。
L-6. 在我看来，幽默是 快乐的，积极的 ，应该是 温柔和诚实的 。幽默让生活更轻松。
L-7. 对我来说，幽默是 笑的形式 ，或者只是当有人玩得很 开心 的时候。
L-8. 幽默就是带着一丝希望 看待事物的方式 ，对生活和挑战有那种 乐观态度 。

资料来源：本研究整理

资料发现，对大多数受访者来说，幽默与人们交流的方式有关。在幽默的定义中，也有对幽默的看法，认为幽默是一种看待事物的方式，眼中有一丝光芒，或者认为幽默只是一种相互愉快的普通笑声。虽然更常见的描述幽默的方式是通过形容词，如柔和、诚实和积极，在本研究中，认为幽默是“在个人、群体或组织中产生积极情绪和认知的有趣交流”。

本研究认为受访者对幽默的态度值得更仔细地研究。他们对幽默的态度反映他们是否会将幽默视为一种管理工具。大多数受访者在描述这一现象时提到了幽默的作用与功能效果，所以本研究认为这表明受访者可能会将幽默视为一种工具。

4.2 中国管理者运用幽默实现重要的组织效果

4.2.1 减少压力

L-2 和 L-7 在提到压力时对幽默最积极；尽管使用幽默的方式不同，但他们都看到了幽默的好处。作为一名领导者，L-2 认识到带领员工摆脱与任务期限相关的压力的必要性，因此她会组织小聚休息时间，这总是伴随着幽默和笑声。她体验到了幽默的有效性，让员工有一个愉快的幽默时光，再回到任务中时，工作通常会更有效地进行。L-2 的回答发现，幽默可以让个人改变观点，以不那么具有威胁性的方式看待压力情境。L-7 也清楚地理解幽默在与员工讨论即将到来的任务期限时，利用幽默可以发挥的积极作用。他认为如果一名管理者以幽默的方式面对任务期限，将为员工树立一个榜样，让他们不要害怕在任务期限前接受任务，并在任务期限前完成任务。通过这个例子，L-7 理解幽默作为一种应对机制，这有助于使紧张的情况更容易管理。

其他受访者都很难将幽默视为一种工具。L-3、L-4 和 L-5 认为幽默有助于激励员工付出额外的努力来完成任务，但不认为幽默是一种解决方案。通过访谈得知，这些管理者知道幽默的好处和作用，但没有看到幽默作为一种可以有意识地使用的工具的全部潜力。

L-1、L-6 和 L-8 认为幽默在应对任务期限时没有用，但他们也注意到，尽管幽默不会减轻压力，但可以间接促进工作中的舒适，使完成任务的方式更加积极。L-1 和 P-3 也警告，员工在压力大的时候可能会被领导的幽默方式激怒，因此幽默应该非常谨慎地使用。这一观点对本研究很有价值，即一些中国管理者认为幽默对与任务期限相关的压力减少有间接影响，并能识别幽默的负面影响。

4.2.2 团队凝聚力

访谈表明,幽默在冲突情况下确实是有益的,幽默可以让人们对事情有所了解,有助于理解他人的观点。这一发现与 Forester (2004) 的观点一致,冲突中的幽默不是为了搞笑,是为了能够用理解和想象回应他人。此外,作为对冲突的新观点,L-2 和 L-7 强调了在冲突已经解决且双方都不那么脆弱的情况下,用幽默来缓解冲突是愚蠢的。另外幽默被认为是打破僵局和激励冲突各方进行讨论的工具。L-1 强调幽默是微妙的事情,管理者应该非常小心,不要用讽刺来针对其中一方。

尽管人们普遍认同幽默对于淡化冲突局势的适当性,但仍有受访者怀疑幽默在具体冲突时刻的益处。他们认为一场严重的冲突必须以客观和正确的方式来应对,赞成和反幽默对冲突解决观点帮助本研究更好地理解幽默是否可以作为一种管理工具以及如何使用。由于许多受访者认为幽默可以缓解紧张,提供新的视角等,本研究可以认为幽默是一种工具。甚至幽默在解决冲突中的负面经历也让人们知道幽默可能是一把双刃剑。

4.2.3 改善沟通

访谈中管理者认识到整个组织良好沟通的重要性,日常互动是这种沟通的一部分。幽默是日常互动中的一种成分,而不是一种服务于某种目的的工具,大多数管理者相信管理者应该向员工展示幽默在工作中的局限性。L-4 强调,工作中的笑声和幽默氛围是组织状况的指标。然而,L-3 思考了日常互动中幽默的存在,以一种员工在群体中感到安全的方式促进了沟通,因此敢于提问和寻求帮助,从而更精确地执行任务。L-8 对日常互动中的幽默有不同的看法,她认为幽默会产生归属感,从而将团队的承诺引向同一个方向。L-8 的回答支持 Decker & Rotondo (2001) 的发现,认为幽默对工作环境有重要意义,并积极影响情绪和沟通渠道。这些发现为本研究提供了比理论更广泛的理解,即管理者如何在工作中以及与下属一起使用幽默。

其他受访者不认为幽默是一种可以用来改善日常交流的工具,而是强调其他重要方面。例如,L-1 在组织中体验到开放政策在确保沟通质量方面非常有效。L-5 也相信,办公室的氛围有助于沟通。这些发现的价值在于理解幽默可能是一个间接因素,有助于营造办公室氛围和促进交流。从现有的资料中可以得出结论,一些管理者确实将幽默视为一种工具,他们意识到幽默给团队带来的好处,同时也强调作为管理者,他们有责任表明工作中允许娱乐。

4.2.4 创造力

L-2 和 L-7 清楚地认识到,在解决问题时,幽默是有用的。L-2 描述说,她用幽默让人们更放松,更愿意分享他们的想法,她认为公开分享想法可以帮助团队解决问题。L-2 回答发现,接触幽默的人可能更有效地解决问题。L-7 也认为幽默会影响团队的气氛,进而提高解决问题的能力,他认为当幽默成为讨论的一部分时,员工更愿意参与其中,可以在彼此的帮助下更有效地解决问题。L-7 的推理支持了理论,即幽默是一种有效的工具,有可能导致发散性思维和创造力的增加 (Isen *et al.*, 1987)。L-2 和 L-7 的推理帮助理解中国管理者在使用幽默作为管理工具时是如何做的。他们还进一步解释了幽默如何影响团队中分享想法的开放性和意愿,从而有助于集体解决问题,从而进一步证明了幽默的有用性。有趣的是,本研究注意到使用幽默来解决无效问题的两个最积极的受访者都在招聘行业工作。

L-4 和 L-6 也有类似的看法。虽然没有 L-2 和 L-7 那么清楚地相信幽默的用处,但他们推断当处理无效的问题时,幽默可能是有用的,因为它可以缓解气氛,提高创造力。其他受访者都很难认识到幽默是有益的,更不用说是解决问题的管理工具了。其他受访者认为,处理问题解决问题的能力有用的方法是提供支持或教育,并通过积极的辅导来帮助有问题的员工。

4.2.5 领导效能

L-1 和 L-8 最积极地利用幽默来建立关系充实领导效能。L-8 认为幽默对建立和维持关系非常有用。她对使用幽默来建立和维持关系的回答支持 Martineau (1972) 提出的幽默作为开启社会互动和维持关系的工具的理论。L-1 也很清楚幽默的积极作用,认为幽默在建立关系中很有用,幽默可以增加领导者的存在感和可用性,这将鼓励其他员工分享他们的经验和轶事。研究发现,

幽默打破了权力结构，同时改善他们的沟通。

其他受访者在建立关系时也利用了幽默的好处。L-7、L-4 和 L-2 认为，认为幽默是建立关系的一个重要因素，而不是一种管理工具，幽默使领导者更接近下属，这支持了 Martin and Ford (2018) 的发现，幽默可以降低地位差异使人们更加平等，以及 Romero and Cruthirds (2006) 的发现，分享幽默会使员工将领导者视为团队的一部分。L-6 有趣地对这一理论做出了阐述，她认为尽管幽默对建立关系很有用，但领导者与下属靠得太近并不总是可取的。她认为，领导和下属不是好朋友，在有些情况下，领导必须只用一只手来掌舵，因此下属不要忘记谁是掌舵人。L-5 的回答也支持了幽默是开启社会互动和维持关系的伟大工具的理论 (Martineau, 1972)。虽然 L-5 认为幽默是一种重要的因素而不是工具，但她表示如果不能和下属一起笑，就很难建立关系。

本研究的发现帮助更好地理解幽默是否可以用作管理工具以及如何使用：所有的管理者都认识到幽默可以用来建立关系。一些管理者确实将幽默作为一种管理工具，而大多数管理者认为幽默是一种重要的因素，而不是更个人化的工具。

4.2.6 幽默的影响因素

当询问受访者可能影响他们幽默效果的因素时，本研究从理论上提出的性别和种族等因素并不是他们的首选。关于性别，很少是受访者在考虑幽默效果时考虑的一个因素。只有两个案例中，性别被认为是影响幽默恰当性的值得一提的因素之一。L-2 说到在休息时，关于性别的笑话会产生积极的效果，如果使用得当会很有趣。L-4 思考了在不同性别之间使用幽默的适当性，她认为女性比男性更容易开男性的玩笑，因为男性开女性的玩笑不太合适。

这两个受访者都是女性，尽管她们对幽默和性别之间的关系有不同的看法，但她们对这个问题的认识可以用经常遇到这种情况来解释。考虑到本研究试图分析的关于幽默和性别的理论概念，只有一名受访者对针对女性同事的男性幽默表示担忧。因此，不能断定访谈有力地支持了先前研究的发现。

考虑到种族和文化背景是幽默的调节因素，本研究观察到与性别类似，对这一因素的认识也相当低。只有 L-4 和 L-3 阐述了与幽默有关的种族问题，强调管理者思考何时、如何以及使用何种幽默至关重要。对幽默可能冒犯或危害工作中与种族相关的关系的认识不足，可能是由于外国雇员高度融入了中国社会。如果从另一个角度来考虑这一现象，就像性别一样，少有关于种族幽默的阐述可以用没有负面经验来反思解释。从理论上来说，由于缺乏数据，本研究不能作为幽默的调节来贡献关于种族的知识。但能得出的唯一结论是，性别和种族都没有对幽默的有效性产生很大影响，L-8 认为这可能是由于现代组织没有根深蒂固的种族差异结构。

然而，本研究可以从其他方面扩展关于幽默影响因素的知识。在所有受访者的回答中，有一个影响是清楚的，在工作中幽默的使用与彼此的了解程度以及员工相处的舒适程度有很大关系，如果所有人都知道你的想法，并且知道你无意羞辱任何人，就可以对一切开玩笑。此外，受访者认为，作为一名管理者应该对幽默特别谨慎，需要找到平衡，不要把幽默变成取笑。最后，语言、年龄、宗教和层级被认为是具有幽默调节功能的附加因素。

5 结论

5.1 幽默在办公室管理中作为一种管理工具

本研究问题是观察受访者对幽默的理解与使用。当受访者描述他们的领导力时，幽默并不是一个明显的因素，幽默只是他们领导力的一部分，领导力专注于更广泛接受的赋权或参与实践。所有的受访者都能清楚地认识到幽默的好处；然而，人们也认为他们很少故意使用幽默来达到特定的目的。当受访被问到在办公室管理中是否使用了幽默，他们通常会确认使用了幽默。因此，本研究发现，管理者在使用了幽默作为管理工具，而不是他们最初所说的那样。管理者可能并不总是意识到他们实际使用幽默的频率，以及幽默在他们的领导力中发挥了多大的作用。然而，研究发现，恰当地使用幽默可以被认为是一种管理工具，即使幽默在本研究的受访者意识中可能并不总是受到太多关注。最后，由于任何管理者在如何与他的下属沟通方面都有的选择，研究表明幽默可以是领导者的选择之一，因此也是他们可以使用的管理工具之一。

5.2 中国管理者运用幽默实现重要的组织效果

研究发现,管理者们经常意识到使用幽默的好处,幽默在减少压力、团队凝聚力、改善沟通、创造力和领导效能方面的效用实际上非常依赖于情况。此外,本研究发现受访者倾向于将幽默的使用归因于他们的自然技能,他们认为自己很少故意使用幽默。这表明管理者实际上在潜意识里使用幽默,可能没有意识到幽默对员工有什么潜在影响。管理者们既意识到幽默的影响,又经常利用幽默的好处作为有用的管理工具,所以本研究认为,幽默通常是有意识地使用的,管理者们通常清楚地意识到幽默带来的有益效果。然而,很难说明一个人在实践中能在多大程度上实现幽默的好处,正如研究发现的那样,幽默只是他们个性的一部分。

本研究发现,管理者使用幽默在创造开放性组织环境,提供新视角,营造积极的氛围有显著的好处。尽管幽默可能不是适用于所有情况的通用工具,但本研究认为,管理者需要意识到幽默及其益处,幽默往往可以成为达到目的的手段,而且将幽默视为管理工具作为达成组织效果的手段,会使幽默的使用更有可能取得成功。

最后,在使用幽默时也应该注意一些影响因素。研究发现,如果使用幽默建立在双方都熟悉且了解的情况下,并明白没有恶意,那么就可以对任何事情开玩笑,管理者不应该使用带有攻击性的幽默。由于现代社会具有极高的包容性,种族和性别对幽默产生负面的效果并不明显,语言、年龄、宗教和层级对幽默使用的效果会造成影响。

5.3 研究的局限性与未来建议

本研究的主题有许多可能的方面可以被探索。建议未来研究可以分析幽默的脉络,探讨不同的幽默风格在组织中分别扮演什么样的角色,将不同类型的幽默风格与组织效果进行匹配进行更细化的研究。此外,本研究仅探讨了管理者幽默的使用,建议未来的研究方向可以对下属的幽默为方向进行探讨。

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The Impact of Work Connectivity Behavior After-Hours on Cyberloafing: Using Work Alienation as Mediator

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Abstract

Based on the theory of emotional events, this study explores the influence of Work Connectivity Behavior After-Hours behavior on employees' sense of work alienation, and Cyberloafing caused by this negative psychology. Equity theory is added to explore the role of pay equity in Work Connectivity Behavior After-Hours behavior and job alienation; and activation theory is added to explore the role of time pressure in adjusting work alienation and Cyberloafing. The subjects of this research are mainly general staff and middle-level managers in companies that use online offices in various industries in China. It is planned to send 500 questionnaires. Expected research results: Pay equity can negatively adjust the negative impact of Work Connectivity Behavior After-Hours behavior on work alienation, and time pressure can negatively adjust the negative impact of work alienation on Cyberloafing.

Keywords: Work Connectivity Behavior After-Hours; Cyberloafing; Work alienation; Salary fairness; Time pressure

非工作时间工作连通行为对网络怠工的影响-以工作疏离感为中介变量

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摘要

本研究以情感事件理论为基础探讨非工作时间工作连通行为对员工工作疏离感的影响,以及此负面心理而导致的网络怠工。加入公平理论探讨薪酬公平感对非工作时间工作连通行为与工作疏离感调节作用;以及加入激活理论探讨时间压力对工作疏离感与网络怠工调节作用。本研究对象主要为国内各个行业中使用网络办公企业中的一般工作人员及中层管理者,拟发500份问卷。预期研究成果:薪酬公平感可以负向调节非工作时间工作连通行为对工作疏离感的负向影响,时间压力可以负向调节工作疏离感对网络怠工的负向影响。

关键词: 非工作时间工作连通行为; 网络怠工; 工作疏离感; 薪酬公平感; 时间压力

1. 绪论

1.1 研究背景

在短短二十几年的时间里,中国的互联网已成为拥有网民人数最多、联网区域最广的全球第一大网(黄佩佳,2014)。电子邮件、无线网络和手机等的出现及发展应用无不渗透在组织的

内部和外部，使组织中的员工离开办公环境后也可以随时保持联系并处理工作相关问题，也因此使员工的工作和生活方式发生着巨大的转变，我们的工作慢慢渗透到生活中。而我们无论是在工作还是生活中都已经离不开互联网通讯技术给我们带来的便利，然而凡事都是双面性的，便利的同时也带来不确定的风险。一方面，吴洁倩等人（2018）指出越来越多的组织不断升级移动办公系统，增加员工的互动协作，以促进绩效提高。另一方面，曾慧敏（2019）认为逐渐消失的边界增强了员工的紧张状态因为他们仿佛要24小时待命等待工作召唤。

当员工付出一定的时间精力时，他们期望获得组织相对应的回报来肯定他们的付出。Lawler (1971) 指出，如果员工感知到他们得到的薪酬待遇不公平，便会导致他们对薪酬满意度的降低，而薪酬的不满会对员工的工作行为产生影响，产生缺勤、怠工甚至离职等不良工作行为。在网络时代大爆发的今天，互联网已经成为组织运作中不可或缺的重要手段。根据调查显示，员工在工作时间花在网上的时间约有20%~24%与工作无关，每名员工造成的经济损失约为 4500 美元，每年公司的生产率损失约达1780亿美元 (Koay *et al.*, 2017)。

1.2 研究动机、目的与意义

曾慧敏（2019）指出非工作时间工作连通行为会消耗个体本应用于家庭领域的资源，易导致个体产生受制于工作的心理状态。本研究以情感事件理论为基础来探讨非工作时间工作连通行为对员工工作疏离感的影响是如何进一步导致员工网络怠工行为的，也就是工作疏离感在非工作时间工作连通行为和网络怠工的影响关系的中介效应。并加入公平理论来探讨薪酬公平感是否会有效减少员工的工作疏离感的产生；以及加入激活理论来探讨时间压力是否会对员工网络怠工行为产生影响，也就是检验时间压力是否会对工作疏离感和网络怠工产生调节效应，并希望可以增加此方面研究在学术上的贡献。

众多研究表明，非工作时间电子沟通会给员工的生活和工作带来一系列负面影响，因此，全面地认识和理性地对待非工作时间电子沟通已成为组织需要高度重视的问题（何玉杰、余敬，2020）。本研究研究目的如下四点：首先，探讨非工作时间工作连通行为的负面效应，以及其所导致的员工负面心理状态带来的影响；其次，探讨薪酬公平感在非工作时间工作连通行为对工作疏离感的调节效果；第三，探讨时间压力在工作疏离感对网络怠工的调节效果；最后，探讨员工的积极心理状态对组织工作的重要性，为企业减少员工负面行为提出建议及提供相关理论基础。

1.3 研究创新

本研究的创新之处如下：

1、本研究对组织内员工在非工作时间工作连通行为研究的结果变量进行了补充，探讨了工作疏离感及网络怠工行为是如何被非工作时间工作连通行为所影响并产生的。

2、本研究从组织的角度探讨其前因变量及结果变量，为组织中人力资源管理提供理论依据，拓展了管理学领域关于工作疏离感的研究。

3、本研究增加了薪酬公平感、时间压力两个调节变量的干扰作用，为企业有效减少员工的工作疏离感及网络怠工行为提供理论参考。

4、本研究提供探讨工作疏离感对网络怠工的影响，以及加入激活理论探讨组织约束中时间压力对其的作用机制，为组织管理提供依据，并对该领域的研究起到一定的补充作用。

2. 文献综述与研究假设

2.1 理论基础

2.1.1 情感事件理论

情感事件理论 (Affective Events Theory, AET) ，一个用来探讨组织中员工在工作中经历情感事件 (Affective Events) ，情感反应 (Affective Reactions) 以及与其态度行为关系的理论。本研究运用情感事件理论来探讨，非工作时间工作连通行为为员工带来的负面情绪对工作的影响。

2.1.2 激活理论

激活理论的实质是从生理激活水平对时间压力和其他压力源对工作绩效和幸福感的双重影响提供理论解释。该理论提出了时间压力和工作绩效、幸福感等其他结果变量之间的关系呈倒 U 曲线：过高和过低的时间压力都会导致员工的工作绩效差和幸福感低下，而适度的时间压力会带来较高的工作压力和幸福感（李爱梅等人，2015）。本研究加入激活理论来探讨，适当的时间压力是否可以增加员工工作积极性，减少负面工作行为。

2.1.3 公平理论

公平理论 (Equity Theory) 研究的是人的动机与知觉关系的一种激励理论，其认为：员工对收入的满意程度能够直接影响其工作的积极性，但是员工对收入的满意程度通过一个社会比较过程来判断，作为员工本身并不仅仅关心自己的绝对收入的多少，同样关心自己相对于他人的相对收入的多少（尹璐，2018）。本研究加入公平理论来探讨，薪酬公平是否可以降低员工的负面工作情绪。

2.2 非工作时间工作连通行为

2.2.1 非工作时间工作连通行为的概念与定义

Richardson and Benbunan-Fich (2011) 提出非工作时间工作连通行为 (Work Connectivity Behavior After-Hours, WCBA) 的概念，并将其定义为组织中员工在非工作时间使用便携式通讯设备（手机、电脑等）参与工作、与同事联系的一种行为。叶萌等人（2018）对「个体在非工作时间使用移动通信技术处理工作事务」的界定，进一步明确了 WCBA 的定义，首先 WCBA 必须于非工作时间内进行；第二，常规工作场所内发生的工作行为不属于 WCBA；第三，若个体提供电子通讯设备与工作相关人员联系是出于非工作目的的行为不属于 WCBA；第四，WCBA 一定要通过移动通信设备进行联系；最后，能从工作中获得具体且对等的报酬的行为不属于 WCBA，说明 WCBA 具有额外的义务工作性质，不能从组织处获取「加班费」。

2.2.2 非工作时间工作连通行为的维度与衡量

Boswell and Olson-Buchanan (2007) 开发了非工作时间工作性通讯技术使用的量表，测量的是员工在非工作时间内通过手机、邮件、寻呼机等一系列通讯技术来完成工作相关的任务的频率，结果取平均值。Richardson and Benbunan-Fich (2011) 编制的量表通过非工作时间工作连通行为的频率和持续时间来测定 WCBA，其中持续时间部分共有 4 个项目和五点量表，分数越高表示被试在非工作时间的工作连通行为时间越长。

Butts *et al.* (2015) 学者在研究中依据之前学者提出的「电子沟通」概念，开发出测量非工作时间的与工作相关电子沟通的二维度量表：情感基调和所需时间。马红宇等人（2016）在之前学者的基础上优化新编的 3 个条目量表，这个量表主要创新是用「在非工作时间处理工作」测量角度，放弃了具体的通信工具测量角度。依托于中国情境，张天娇（2017）编制了三个题相，主要包括员工主动联系、员工被动联系和员工自行查看相关信息等。

2.3 工作疏离感

2.3.1 工作疏离感的概念与定义

工作疏离感作为员工消极心理状态的重要指标，可以预测员工与工作相关各种消极行为，因此其在管理心理学以及组织行为学领域越来越受关注（王秀会，2013）。

黄丽与陈维政（2012）则进一步细化了工作疏离感的定义及其表现形式，他们强调工作疏离感是一种负面情感体验，这种体验来源于个体感知到的工作对自身的支配和控制，然而个体又无法反抗或摆脱这种源于工作的无助，对工作的无可奈何使得个体认为工作是剥削和压迫自己的奴隶主，而自己只不过是毫无意义和价值的附庸。

2.3.2 工作疏离感的维度与衡量

整体维度：Nair and Vohra (2010) 开发的工作疏离感单维度量表，将工作疏离感作为整理维度来测量。随着研究的逐渐深入，更多学者认为工作疏离感是一个整体性的单维度变量（曾慧敏，2019）。双维度：早期有部分学者研究了工作疏离感，他们将工作疏离感分为两个维度，包括人格疏离感和社会疏离感；也有部分学者研究认为工作疏离感存在两个维度，分别为：个人疏离感和社会疏离感（王沛，2018）。多维度：还有一部学者将工作疏离感分成五个维度，提出了工作疏离感的「五维结构」，他指出工作疏离感应包含五个维度，即无力感、无意义感、自我分离感、无规则感和社会孤立感（魏炜，2018）。

2.4 网络怠工

2.4.1 网络怠工的概念与定义

目前学术界广泛使用的是 Lim (2002) 对网络怠工提出的定义：认为网络怠工行为是员工在工作时间使用网络和通讯设备进行与工作无关的怠工行为，这种行为是出于个人目的与组织无关的行为。国内学者根据之前学者的研究对网络怠工行为进行了总结，大致包含以下特征：①该种行为是员工在工作时间进行；②该种行为是通过组织的网络系统进行；③往往是出于员工个人目的；④最终导致员工的生产力降低以及组织利益和目标受损（苏赞璇，2018）。

2.4.2 网络怠工的维度与衡量

单维度量表：Lim and Teo (2005) 开发了 12 题项量表，其内容包括「浏览非工作相关的网页」等。Zoghbi *et al.* (2006) 从 Lim (2002) 的量表中选取浏览活动维度中的四个条目和邮件活动维度中的一个条目，编制了包含五个条目的单维度量表。双维度量表：Blanchard and Henle (2008) 编制了 22 个条目的量表，用于测量轻微非工作上网和严重非工作上网，轻微非工作上网行为包含 9 个条目；严重型非工作上网行为包含 8 个条目。三维度量表：Blau *et al.* (2006) 在 Lim (2002) 开发的的双维度量表的基础上增加了互动性网络怠工的维度（即人机互动），该量表包含 16 个题项。毛丽红（2012）编制了包含 17 个条目的非工作上网三维结构量表，三个维度

的 α 系数均处于 0.736-0.896 之间。

2.5 薪酬公平感

2.5.1 薪酬公平感的概念与定义

韩锐与李景平(2013)认为薪酬公平感个体在主观层面上对个人所获得薪酬、组织薪酬管理制度、薪酬政策等整个过程是否公平的判断和感受。薪酬公平是指薪酬分配的合理性与平等性,这种合理与平等不仅仅包括薪酬分配的结果,还涵盖了薪酬的分配过程、薪酬的分配规则以及薪酬的分配机会的合理平等,也就是说组织中每位员工在薪酬分配的任何关键环节都拥有同等的机会(董青、王乙妃,2020)。

2.5.2 薪酬公平感的维度与衡量

单维结构: Sweene and Farlin (1997) 对两种公平感进行研究后表示,薪酬公平感就是一维的。Colquitt (2011)通过研究发现,薪酬公平感是单维的。双维结构: Cropanzano and Ambrose (2001) 认为,薪酬公平是双维结构的,其包括分配公平和程序公平。Mondell and Maxcy (2009) 在对非营利组织中团队薪酬公平对团队绩效的影响进行研究时,选择从内部公平、外部公平两个角度展开分析, Buttner and Lowe (2015) 在研究员工薪酬公平感知对员工离职倾向的影响时,同样采用了上述观点。三维结构: 部分学者在二维结构的基础上增加了互动公平这一维度,即薪酬公平是包括分配公平、程序公平和互动公平的三维结构(郑倩,2020)。王悦与周长群(2002)认为薪酬制度的设计与实施的首要原则是公平性,组织想要建立科学合理的新手制度需要在薪酬制度设计时要全面的考虑各个方面,他们认为薪酬公平要从内部公平、外部公平及个人公平三个方面考虑。四维结构: Colquitt (2001) 认为薪酬公平构成是由分配公平、程序公平、人际公平以及信息公平四各维度的。部分学者认为应从分配公平与程序公平两维度对薪酬公平感进行分析,在进行研究设计时借鉴之前学者的观点对分配公平进行细分,并据此开发量表,最终从外部公平、内部公平、个人公平与程序公平四个维度对有员工薪酬公平感进行测量分析(尹艺霖,2019)。

2.6 时间压力

2.6.1 时间压力的概念与定义

时间压力是指员工在多少水平上感觉没有充足的时间来完成工作任务的体验,它是影响当今竞争生活中个人行为的常见环境因素之一(张剑等人,2013)。Szollos (2009) 认为时间压力指个体对没有足够的时间去做他们想做或者需要做的活动的一种主观体验。 Kleiner (2014) 发现时间压力只是现有研究中对压力的整体认识,并不局限于特定的时间场景,在其研究中将总体时间压力分为工作领域和家庭领域,即工作时间和家庭时间,同时研究结果表明,时间压力在工作领域和家庭领域具有不同的性质和后果。

2.6.2 时间压力的维度与衡量

单维度观点研究中使用的量表主要有两个: Kasser and Sheldon (2009) 同样是将其看作整体维度,提出含有 16 个条目的物质和时间充裕量表,这其中就有 8 个条目是对时间充裕进行测量的;以及其他相关量表中的分量表,如 Semmer *et al.* (1995) 编制的压力导向的任务分析量表 (Stress Oriented Task Analysis, ISTA) 中有关时间压力的子量表。持双维度观点的研究者用认知

和情绪两个维度来测量时间压力，此观点下的测量主要使用时间-日记调查法，具体方法有经验取样法 (Experience Sample Method, ESM) 和日重现法 (Day Reconstruction Method, DRM)，但是由于该方法实施与数据收集相对困难等明显缺点，因此较少使用 (李爱梅等人，2015)。

2.7 研究假设发展

近些年来，网络通信技术日新月异的发展和进步极大地缩短了员工工作与家庭之间的心理距离，领导或同事的一个电话或一封电子邮件就可以马上将下班在家的个体与工作连通起来，这在客观上增加了个体在非工作时间从工作抽身的难度 (张晓翔等人，2013)。潘清泉与韦慧民 (2017) 认为这种模糊性使员工即使在非工作时间也难以获得下班的心理缓解，而缺乏这种下班的心理缓解会使员工无法实现心理恢复，这可能导致负面的情绪体验或工作态度。

虽然非工作时间电子沟通在某种程度上增强了员工的工作灵活性，但其本质仍然是技术载体下延伸至非工作领域的工作事务 (王笑天等人，2019)。吴洁倩等人 (2018) 认为 WCBA 要求员工在非工作时间继续工作，这对员工来说是一种工作压力事件。而这种工作压力事件会增加员工的心理压力，使员工对工作产生一种抵触、排斥的心理状态，这种心理状态使员工在工作时时刻带着负面情绪，进而对工作产生疏离感。Dettmers *et al.* (2016) 提出非工作时间工作连通行为客观上延长了其工作时间增加了工作强度，会使员工在非工作时间仍然处理工作相关而导致员工难以获得必需的心理脱离，易引发员工产生消极情绪状态。因而，本研究提出假设如下：

H1：非工作时间工作连通行为对员工工作疏离感产生显著的正向影响。

一些学者发现，高工作疏离率的员工的由于各种原因导致的问题，如迟到，缺勤，绩效低下和违反规则等，明显高于低工作疏离的员工，也就是说，高工作疏离可能诱发一系列职场偏差行为 (黄丽、陈维政，2012)。何小文 (2016) 通过已有研究的梳理发现，员工的工作疏离感的这种负面心理状态会影响员工的工作行为及态度。黄丽与陈维政 (2012) 认为疏离感会导致员工对自身的工作及工作场所之间的距离感，并改变员工的工作态度。当员工与工作产生距离感时，从态度上讲，他们会认为工作是没有意义的，会降低组织的认同感，工作满意度和组织承诺；在行为方面：会减少组织公民行为、减少组织认同感、增加工作风险并产生一些消极抵抗的心理状态。非工作时间工作连通行为会入侵员工的家庭生活，会影响员工积极的情绪态度，引发工作幸福感降低，情绪耗竭等消极后果 (Derks *et al.*, 2014)。Robert *et al.* (2000) 认为工作疏离感导致员工无法投入工作，沉浸在「摸鱼」状态，甚至诱发违规工作，酗酒，攻击他人等工作偏差行为。郭慧婷 (2015) 研究发现由于高工作疏离感的员工由于个人需求未得到满足或者个人期望与组织现实之间存在一定的差距，因而员工对工作的投入程度降低，消极的对待组织工作。

而网络已经成为现代企业不可或缺的办公工具，特别是5G时代的到来更是为员工非工作时间内上网提供了便利。苏赞璇 (2018) 发现员工产生网络怠工行为的主要原因是工作压力和工作本身的单调性，而员工工作压力带来的心理压力会使他们认为之间几乎没有情感上的联系和组织，所以他们不愿意努力，懒惰，延迟完成任务，并且会采取一些行为来浪费工作时间。刘宗华 (2019) 认为，员工工作疏离感的产生对工作奉献有显著的负向影响。一些学者还认为，当工作不能给员工带来快乐，不能满足他们的情感和社会需求时，员工可能会寻求互联网的帮助，而沟通和交流是作为员工非工作网络活动的主要内容 (席文慧，2018)。赵琛徽与刘欣 (2020)

认为高工作疏离感的员工认为工作无法满足自身需要，无意义感导致员工对工作漠不关心，工作投入的时间与精力减少，员工有更多的机会从事与工作无关的事情。并且大多数的学者通过研究认为网络怠工给个人及组织带来了负向影响。因而，本研究提出假设如下：

H2：员工的工作疏离感对网络怠工行为有显著正向影响。

H3：工作疏离感在非工作时间工作连通行为与网络怠工之间起中介效应。

组织中的非工作时间电子沟通不同于常规的加班，这种「隐形工作量」背后的付出往往缺少对应的酬劳（何玉杰、余敬，2020）。随着社会的不断进步、经济的稳步增长以及组织成员文化水平的不断提高，员工在工作中开始更加关注自己的付出是否获得相应的报酬（冯琳，2017）。由于非工作时间工作连通行为属于额外或补充工作，无法获得明确报酬，对员工来说就相当于自己承担了额外的工作任务，却未能满足相应的报酬期望，可能会加重其与工作的疏离（曾慧敏，2019）。

薪酬管理的公平性与员工对企业的忠诚度有关，对调动员工的工作积极性也有很大的影响（黄嘉琳、唐宝莹，2014）。公平理论提出，员工对工作收益的认可度影响着员工的工作积极性，而在组织中应用公平理论来管理制定企业的薪酬制度可以让员工重登发挥其工作积极性并提高工作热情。依据公平理论，员工会在关注自身薪酬绝对水平的同时，更加关注其薪酬的相对水平，而在和周围人比较过程中产生的不公平感会对员工的工作态度及行为产生影响，并最终影响到员工的工作绩效（董青、王乙妃，2020）。

非工作时间工作连通行为与传统工作连通行为不一样的是这种行为是游离于组织规定行为范围外的、非强制性的操作行为，其工作性质是相对于员工固定的上、下班的工作前提下的一种额外或补充工作，并且这种额外或补充工作往往不能从组织中获取明确对应的酬劳（陈笑梦，2020）。人们将总是有意识或无意识地将自己与社会上的其他人比较他们在工作上的努力和组织奖励的比例，并与历史上的他们自己进行比较，以判断他们得到的报酬是否公平，然而公平与否将直接影响员工的工作动机和行为（杜林致等人，2019）。薪酬公平感是员工的一种重要的主观心理状态，它将对员工的工作态度，行为以及个人和组织绩效产生重大影响。因而，本研究提出假设如下：

H4：薪酬公平对非工作时间工作连通行为和工作疏离感产生负向调节作用。

张婕等人（2015）认为作为过程演化系统，组织不仅需要灵活的控制系统激励机制，以将组织的目标传递给个人并激发个人的自我管理；又需要刚性的控制系统—约束机制来规范个体行为，保障目标有效达成。时间压力作为组织约束的一部分，可以使员工感受到时间的紧迫从而加快工作的步伐。在动机方面，时间压力作为一种压力源，可以带来主人翁意识，可以给个人带来挑战感，刺激他们的动机水平，带来激励，然后产生一系列积极影响；在情感方面，时间压力带来的能力和挑战感可以促进积极的情绪，如幸福、快乐和专心，进而对个人行为产生促进作用。

Andrews and Farris (1972) 发现科学家经受时间压力会对完成工作或创新工作有积极影响。LePin *et al.* (2005) 发现员工经受时间压力会增加工作的动机，然后得到有价值的产出。Pearsall *et al.* (2009) 认为有一种压力源，不仅可以使个体产生压力反应，而且可以使个体提高动力水平，并在促进个人成长中发挥积极作用，这种压力源称为挑战性压力源。作为挑战压力的来源，时

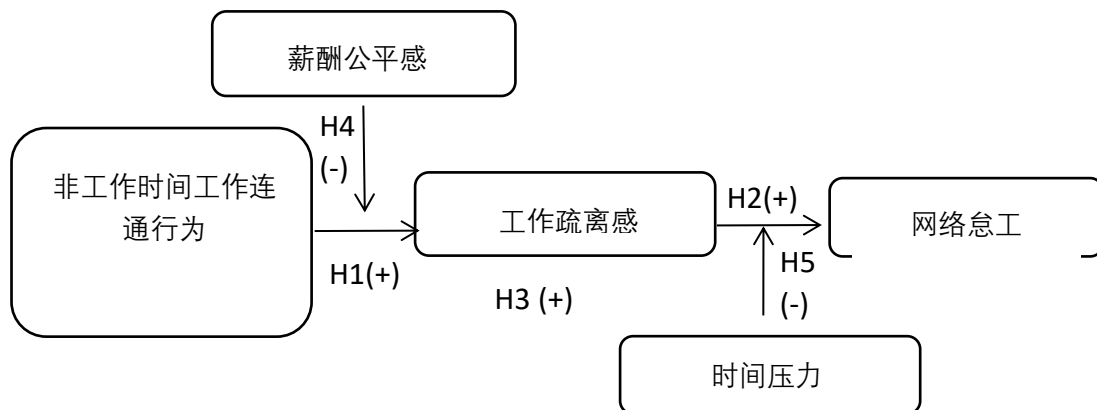
间压力可以通过动机和积极情绪来促进；从工作要求的角度来看，时间压力作为一项工作要求可以触发激励过程，即增加个人工作动机（李爱梅等人，2015）。有学者发现激活理论假定时间压力为和感受激活有一个线性关系，员工经受越大的时间压力，那么他就越感受到激活（童兴，2016）时间压力会引发个体因时间不足而产生的紧迫，同时带来胜任感和挑战感，促发个体喜悦欢快和专注等积极情绪，使个体幸福感得到提升（冯一丹等人，2017）。因而，本研究提出假设如下：

H5：时间压力对员工工作疏离感和网络怠工行为产生负向调节作用。

3.研究方法与设计

3.1研究框架图

通过情感事件理论、公平理论及激活理论，本研究认为 WCBA 是员工对工作态度产生的负面影响，进而对工作产生工作疏离感负面情绪，而工作疏离感会使员工产生对工作不利的行为-网络怠工行为。而薪酬公平感可以使员工减少 WCBA 对工作疏离感的影响，适当的时间压力使员工产生工作紧迫感，减少员工的网络怠工行为。为研究非工作时间工作连通行为对网络怠工的影响，以工作疏离感为中介变量，以薪酬公平感及时间压力为调节变量，构建本研究之基本框架如图一所示。



图一 本研究之研究框架

资料来源：本研究整理，其中“+”代表正向影响、“-”代表负向影响。

3.2变量操作型定义与衡量

3.2.1 非工作时间工作连通行为

操作性定义：本研究采用由 Richardson and Benbunan-Fich (2011) 提出的 WCBA 的定义用于描述组织成员在非工作时间（下班后，休息时间，节假日等）使用移动无线设备处理工作或同事就工作事项进行联系的行为。

衡量：本研究采用马红宇等人（2016）在 Boswell and Olson-Buchanan (2007) 编制的量表基础上经过修改编制的工作性通信工具使用量表。

3.2.2 工作疏离感

操作性定义：本研究采用黄丽与陈维政（2012）对工作疏离感提出的定义。将工作疏离感定义为是一种负面情感体验，这种经历来自个人对工作支配力和自我控制的感知，但是个人无法抵制或摆脱这种工作导致的无助感。

衡量：本研究采用 Nair and Vohra (2010) 开发将工作疏离感作为单维度测量的量表。

3.2.3 网络怠工

操作性定义：本研究采用 Lim (2002) 对网络怠工行为的定义。将其归为职场偏差行为范畴，定义为员工因个人目的在工作时间自发的利用网络进行与工作无关的行为。

衡量：本研究考虑到适用性、易读性等原因，决定采用 Lim and Tao (2005) 开发的 12 个题项单维度量表，其内容包括「浏览非工作相关的网页」、「浏览大众新闻网站/APP」等。

3.2.4 薪酬公平感

操作性定义：本研究采用韩锐与李景平（2013）中对薪酬公平感的定义，认为其是员工根据自身对组织的贡献程度，对薪酬分配及所得报酬等是否公平的一种主观判断与心理感知。

衡量：本研究采用因此本文选取薪酬公平感中的分配公平作为测量变量，问卷的采用是借助 Colquitt (2011) 提出的薪酬公平感量表，该量表已得到广泛应用，权威性较强。

3.2.5 时间压力

操作性定义：本研究根据 Kleiner (2014) 中对时间压力中工作时间压力和家庭时间压力的区分，将本研究的时间压力定义为员工在工作中感知没有足够时间来完成工作造成的压力感。

衡量：本研究采用 Semmer *et al.* (1995) 编制的压力导向的任务分析量表(Stress Oriented Task Analysis, ISTA) 中有关时间压力的子量表，共 5 个题项。

3.3 研究对象与数据收集

3.3.1 研究对象

本文研究的调查对象主要为国内各个行业中使用网络办公的企业中的一般工作人员及中层管理者。对于生产型企业来说，李潇潇（2019）企业的一线操作工薪酬构成主要是由保底工资、福利、社会保险几部分组成，其中保底工资占大头，保底工资的计算方式主要集中于计件工资制和固定工资制这两种固定的工资支付方式。而对于高层管理人员来说，蒋楠（2014）董事会选聘高管并以其为企业创造的绩效作为考核标准决定其薪资水平。高管的薪资与公司的整体业绩挂钩，因此单纯非工作时间的加班薪酬对于他们来说并不十分在意。母体数量未知。

3.3.2 抽样及样本数

滚雪球抽样是非概率抽样的其中一种。滚雪球抽样与其他抽样方法相比更容易找到特定群里中的调查者，同时调查成本也相对较低，故此种抽样方式适合对特定群体进行研究相关的资料收集（耿磊磊，2010）。因此，本研究采取滚雪球抽样法进行抽样。

根据调查问卷的特点和目的，按抽样调查中的采取滚雪球抽样的方法在网上发布问卷，母体为国内各个行业中使用网络办公的企业中的一般工作人员及中层管理者。本研究决定发放500份问卷。

由于本研究获得样本数据的方式是问卷调查的形式，为了保证问卷发放范围的广泛性、样本的多样性及收集的便利性与准确性，本研究将通过问卷星进行问卷的发放与回收。

3.3.2 问卷数据处理数据库建立

对收集来的有效问卷中的实际选项来打分，并出总得分。本文选用 SPSS 和 AMOS 软件对收集到的数据进行实证分析验证，但是问卷结构和内容的可信度和有效性则还必须进行信效度进行衡量。

3.4 数据分析方法

问卷调查收集结束以后，剔除一系列无效问卷（相同IP、逻辑矛盾等）后，将问卷的结果导入至Microsoft Excel，通过SPSS20.0、AMOS23.0两种统计软件来分析收集到的数据信息。基于SPSS来针对数据展开描述性统计分析、信度分析、效度分析、相关性分析、回归分析等诸多分析活动，对各变量存在的联系进行揭示，从而对课题研究做出的假设正确性进行验证。通过AMOS进行验证性因子分析及适配度进行分析。

4. 预期研究成果

本研究会对回收后的问卷进行甄选，并剔除无效问卷以防止其对研究的数据干扰。在发放的问卷中会设置反向问题，对问卷的有效性进行甄别。本研究在删除无效问卷后会得到若干份有效问卷，我们将对有效问卷进行整理并对数据进行编码并导入 Excel 中。然后使用SPSS 与 AMOS 统计软件对收集到的数据进行统计分析。

在数据结果分析出来后，本研究会依据数据分析结果对各个变量与假设进行讨论并得出研究成果。预计所获数据足以支撑研究假设：非工作时间工作连通行为对工作疏离感有正向显著影响，工作疏离感对网络怠工有显著正向影响，薪酬公平感负向调节非工作时间工作联通行为对工作疏离感的影响，时间压力负向调节工作疏离感对网络怠工的影响，由此本研究提出的各个假设得到证明。

在上述假设成立的基础上，结合本研究的研究背景，提出相关的研究建议。本研究发现非工作时间工作连通行为使员工产生负面工作情绪（工作疏离感）进行产生网络怠工行为，而薪酬公平感以及适当的额时间压力可以有效的减少员工的这种情绪及行为。因此，首先组织中可以制定一些制度来降低员工非工作时间工作的频率、以及给予员工拒绝的权利，减少其负面情绪的产生；其次组织在制定薪酬制度时要让薪酬制度透明化、公开化，营造一种多劳多得的工作氛围；最后组织要重视营造积极向上、珍惜时间的工作氛围，明确奖罚制度，强化员工的时间管理意识。组织中各个部门的领导要做好带头表率作用，与员工一起同甘共苦并营造积极向上的工作氛围，可以有效减少员工不利于组织行为的产生，从而为组织创造更多的绩效。

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Dilemma of Work-Family: The Preferred Resolution Style Achieving the Balance

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Abstract

This qualitative study aimed to explore analyze the impact of imbalance of work-family conflicts faced by female managers and sum up the feasible suggestions and strategies for them to achieve work-family balance. Using purposive sampling to select 15 female managers to conduct semi-structured in-depth interviews to obtain their experience and preferred resolutions style in different situations. Female managers of different marital status take the initiative to face the imbalance between work and family. To alleviate or resolve the work-family conflict, the choice of unmarried female directors is through the individual, and the choice of married female directors is through the family.

Keywords: female managers, work-family conflict, work-family balance, preferred resolution style

工作-家庭困境：实现平衡的优先解决方式

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摘要

本研究旨在探讨女性主管所面对工作——家庭冲突的现状，剖析平衡和失衡带来的影响，归纳总结出对为达到工作-家庭平衡的女性主管面临的困境时可行的建议与策略。本研究将进行定性研究，通过立意抽样选取 15 位女性主管进行半结构式深入访谈，以获得她们的经验和不同情况的优先解决方式，为减轻或解决工作-家庭冲突的最优先采用的方式，未婚女性主管的选择是通过个人，已婚女性主管的选择是通过家庭。

关键词：女性主管、工作家庭冲突、工作家庭平衡、优先解决方式

1.绪论

1.1研究背景

2019年8月28日全球女性创业者大会上，有数百名女性创业者参与其中，主题是“女性创造的世界”（赵静，2019）。2019年阿里巴巴联合世界银行在冬季达沃斯论坛召开午餐会的现场，马云在现场演讲中说到“阿里巴巴成功的秘诀就是多招女性，几乎50%的员工是女性，34%的高管是女性。”“没有女性，就不可能有阿里巴巴”（凤凰网财经，2019）。马云的话并非空穴来风。Bureau for Employers' Activities (2019)发布的报告表明当企业提供平等就业机会的政策和性别包容性文化超过60%时更有可能提高了利润和生产力，近乎60%的企业更有可能获得良好的声誉，更容易吸引和留住人才，更大的创造力和创新。在追踪管理层性别多元化影响的受访企业中，74%的企业报告利润增长率在5%至20%之间，其中大多数公司的增长率在10%至15%之间。

根据胡润研究所(2020)3月16日发布以十亿美金为起点线的《2020年胡润全球白手起家女富豪榜》，榜单中共有来自16个国家的100位全球白手起家女富豪上榜。其中，中国产生了61位白手起家女富豪，位列第一，占全球61%。白手起家女富豪排名前十中的9位来自中国。在2020年胡润全球富豪榜总榜中，女性占15.7%（胡润研究所，2020）。

可是，随着经济体制改革的深入逐步释放过剩就业和隐性失业，本来就处于不利竞争地位的女性更容易失业，也更难实现再就业（奚应红，2017）。此外，政府在改革开放后所采取的性别平等政策力度明显在减弱，从而削弱了女性在劳动力市场上的竞争力，导致她们的劳动参与率下降（刘娟，2018）。二孩政策突如其来，以及政策调整间隔较短，打破了原有生育模式的平衡，生育成本急剧上升，女性与家庭、企业、社会乃至政府之间的利益冲突浮现（张琪、张琳，2018）。此外，在家庭方面的一个非常重要的变化是，随着世代相传的家庭结构不断瓦解，核心家庭日益增多，中国妇女在照顾家庭和工作之间越来越需要平衡，不能过度依赖其他家庭成员来操持家务、抚养孩子（奚应红，2017）。

1.2研究动机

Greenhaus and Beutell(1985)首次提出工作-家庭冲突这一概念。目前，工作-家庭冲突的研究已经受到中国学术界的重视和认可，亦处于蓬勃发展时期，具有良好的研究前景。国内工作-家庭冲突的研究文献在2006年前还很少，但在2006年出现转折，态势突增，随后逐年增加。虽然本研究的研究者还未踏入工作步入社会，但是对于未来如何面对工作和家庭之间角色的转换和状况的处理产生了兴趣。

作为一个人一生中影响最大的两个领域工作和家庭，这两个领域是相互关联的(Lazarova *et al.*, 2010)。所以至今仍然需要深入研究工作与家庭之间的关系。随着信息技术的发展，工作场所的结构变得越来越复杂和苛刻(Bhargava & Baral, 2009)。由于人口和工作场所性质的这些变化，员工在管理日常生活中的多种职责方面面临挑战(Greenhaus & Powell, 2006; Poelmans *et al.*, 2008)。这种趋势一直吸引研究人员的注意，并引发了有关工作和家庭问题的大量研究(Eby *et al.*, 2005)。工作和家庭角色不必相互对立，它们可以产生积极影响相互之间有各种不同的方式(Poelmans *et al.*, 2008)。企业在雇用或提升女员工时，自然会考虑到因抚养子女或照顾家庭而造成的事业中断、事业停滞和频繁流动等低成本（王朝霞，2010）。公司的矛盾之处在于需要聪明、优秀的女性员工加入团队，但却担心成本太高（胡高英，2013）。文化会影响个人对工作与家庭的重要性界定（房祥翠，2012）。对中国人来说，家庭则是比其他生活场域来的重要（陆洛等人，2012）。

现代女性既是承担人口再生产的主力，又是生育行为的主体，还是社会经济活动的重要参与者（张琪、张琳，2018）。对现代职业女性而言，一方面，她们要适应男性主导的组织文化和工作规范，与男性公平竞争，另一方面，承担起社会、家庭对女性的最高期望，成为“贤妻良母”，使职业女性常常陷入工作与家庭的两难困境，在新时期，职业女性的“工作-家庭”冲突更加突出，她们如何应对工作家庭的两难境地的方法应该获得推广，这也是本研究的主要动机。

1.3研究目的

研究目的为探讨女性主管工作-家庭冲突的现状，剖析平衡和失衡带来的影响，可让工作家庭平衡这一议题在学术研究上有更多的了解，不只局限在正向或负向的观点上，想要帮助不同身份类型的女性主管在工作的角色及家庭的角色间达到平衡，帮助企业准确认识到并了解女性主管为达到平衡的独特需求，并形成于新的配套措施。因此本研究希望藉由探讨此现象，归纳总结出对为达到工作家庭平衡的女性主管面临的困境时可行的建议与策略。本研究希望了解女性主管面对工作与家庭平衡的议题，借以达成以下两项目的：

- 一、解释女性主管面对工作-家庭冲突的态度。
- 二、归纳出女性主管为减轻或解决工作-家庭冲突的最优先采用的方式。

1.4研究问题

本研究探讨的问题主要有两项：

- RQ1:不同婚姻状态的女性主管如何看待工作-家庭的关系？
RQ2:不同婚姻状态的女性主管如何维持工作-家庭之间关系的平衡？

2.文献综述

2.1工作家庭冲突(Work-Family Conflict)

国外研究工作家庭冲突主要以 Kahn *et al.* (1964)首先提出工作家庭冲突(WFC)的概念,此后,国外学者对于工作与家庭界面的议题日感关注,纷纷投入探讨工作与家庭角色间的冲突与干扰的研究(陈文良等人,2013)。学者们对工作与家庭冲突的研究积累了大量的证据,证明工作与家庭冲突是一种重要同时普遍的现象,会带来不利的后果,如压力(Allen *et al.*,2000)、工作不满(Kossek & Ozeki,1998)、绩效和承诺降低以及离职(Kossek & Ozeki,1999)。因此,防止工作和家庭之间的冲突已成为公司的当务之急。在工作与家庭两个生活面向中,与其中一个面向符合相关联的要求不兼容于另一个面向符合所要求时,工作-家庭冲突就会因此发生。

关于工作与家庭间冲突的研究,当下的研究走向是倾向于「工作对家庭的冲突」(work-family conflict)和「家庭对工作的冲突」(family-work conflict)两个不同的方向,也就是工作角色会对家庭生活、家人关系等产生干扰或冲突,而家庭角色也会对工作表现、投入等产生影响,二者的影响内涵有所不同。本文将使用 Greenhaus and Beutell (1985)整理过去学者研究与相关文献,认为「工作-家庭冲突」有三种主要的形式:时间、压力和行为。而本文将以这三种形式为主体角度,主要为女性主管在面对工作家庭冲突时,大多受到时间分配不均、多重角色转换的压力以及旁人对于他个人的角色期待不符所产生,本研究将使用这三种形式作为研究角度来探讨女性主管工作-家庭冲突的问题。因此,本研究结合两个方向,三种角度得到关于工作-家庭冲突的六个角度。

2.1.1 工作-家庭冲突参考量表

本研究参考 Carlson *et al.* (2000)开发和应用的量表,其量表按基于工作-家庭冲突的时间、压力和行为 3 种形式,以及工作对家庭冲突和家庭对工作冲突 2 个方向组合成 6 个角度,见表三,刚好符合本文选择的角度,对于量表中的题项进行修改、简化,使其成为访谈大纲中的问题。

2.2工作家庭平衡 (Work-Family Balance)

尽管不乏对“工作与家庭平衡”一词的引用,但人们很难找到“工作与家庭平衡”这一短语的明确定义,或者对工作和家庭生活“平衡”意味着什么的解释。对于许多研究而言,工作与家庭的平衡代表着模糊的观念,即工作与家庭生活在某种程度上是融合在一起的或和谐的。

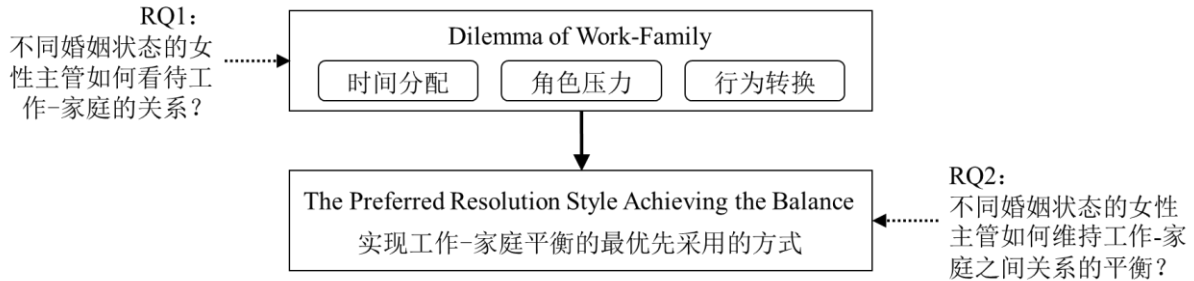
Marks and MacDermid (1996)将工作家庭平衡定义为个体能平等地参与工作和家庭角色活动,并在各种角色中得到同样的满足感(曾练平、燕良轼,2013)。从女性开始参与劳动市场开始,受到精神与时间的限制,因此多种角色的扮演需求下,导致女性必须在多种角色间寻找平衡和协调的必要(余慧君,2000)。Duxbury and Higgins (2001)将工作家庭平衡定义为从工作和家庭两方面来看,每个人的需求是等量的平衡状态。工作家庭平衡是一个很难有一个明确的定义,大多描述一个在工作与家庭多重要求下,个人实现一个令人满意的解决办法的知觉(Batt & Valcour,2003)。“工作家庭平衡”与“工作家庭冲突”是一个整体的相对两端,工作与家庭的不平衡就是没有很好地处理工作与家庭的矛盾(张雯等人,2006)。Grzywacz and Marks (2000)认为,工作家庭平衡是指个体对工作和家庭满意、工作和家庭职能良好、角色冲突最小化、角色促进最大化的心理状态。Clark (2000)认为平衡工作家庭是指在家庭和工作中都比较满意,并且能够在工作和家庭中很好地发挥作用,完美地发挥作用,感觉到的角色冲突最少。Frone *et al.* (2003)将冲突与促进两方面结合起来,认为工作家庭平衡应包括冲突与促进两方面,即较低的角色冲突水平与较高的角色促进水平。Greenhaus *et al.* (2003)认为工作家庭平衡指的是个体能均衡地参与工作角色和家庭角色,并能从其中获得平衡的满意度。此后,Grzywacz & Carlson (2007)提出:平衡工作家庭是一种角色期望的达成,并且是通过与相关合作者协商并在个人和自身的工作领域内分享而实现的,当工作家庭平衡时,每个角色的责任都能很好地完成并发挥作用。张火灿等人(2010)则认为工作家庭平衡是一种不同角色间均衡满意度,亦即当个人感觉到工作与家庭是协调、无冲突即是平衡状态。

本研究主要采用 Grzywacz and Marks (2000)认为,工作家庭平衡是指个体对工作和家庭满意、工作和家庭职能良好、角色冲突最小化、角色促进最大化的心理状态。在实证研究上,这样复杂又流动的概念内涵很难操作,故本文所探讨的女性主管面对工作家庭困境时如何维持工作-

家庭之间关系的平衡，她们最优先选择的解决方式是什么，以及她们对于所维持的现状的满意程度以及无法解决的困境。

2.3 研究框架

通过文献综述的整理，得出本文的研究框架图，见图一。



图一 研究框架图
资料来源：本研究整理

3.研究方法与设计

本研究采用定性研究法，通过半结构式访谈获得数据，使用扎根理论来整理数据，最后使用内容分析法来分析数据。本章会对本研究的主要研究方法的设计进行说明。

3.1 定性研究法

定性研究适用于揭示和解释某些表象之下鲜为人知的现象，而对于某些众说纷纭的事物，也可以用有创意的切入点，让定量方法无法解释的细枝末节的复杂情况发挥作用。（刘馨茹，2005）。定性研究的进行程序大致是通过各种途径收集资料，其中包括视察、访谈或书面记录，通过非数学的分析程序，对所获得的资料进行分析，从而得出研究结果（徐宗国，1997）。

为了深入了解女性主管所面临的工作家庭冲突和工作家庭平衡的方法并将个人经验完整呈现。希望通过受访者的主观感受与认知，透过受访者的经验分享，来逐步剖析并进行诠释，呈现其深层意涵，因此选择以定性研究来加以探索。

3.2 半结构式访谈

胡幼慧（1996）指出，深度访谈法可分为非结构式、结构式及半结构式三种。其中，半结构式访谈是介于结构访谈与非结构访谈之间的一种资料搜集方式，研究者利用较宽广的研究问题作为访谈的依据，以导引访谈的进行，其优点为可提供受访者呈现较真实的认知感受，不过在访谈的过程中，不需依访谈大纲之顺序进行，可视当时访谈的实际状况对访谈内容进行弹性调整，因此本研究采用半结构式访谈，让受访者有弹性空间道出他们的主观感受，以既定的访谈大纲为基础，以便分析所有受访者的共同性及相异性，但是除了访谈大纲之外，也重视受访者的多元性及差异性，尊重受访者的专业知识与经验，随着话题深入受访者认为重要的议题中，以取得问卷方法无法获得的特殊个人经验，阐述在其真实生活中工作与家庭之间的转换和处理。

3.3 访谈提纲

根据本研究第 2 部分文献综述内容结合参考的量表设计出的本研究的访谈提纲见表一和表二，围绕本研究的两个研究问题，设计出针对于研究问题的访谈问题，本研究的访谈采用半结构式访谈，真正访谈时问题可能不会按照顺序，这不会影响本研究对于资料的整理和分析。

表一 访谈提纲

研究问题	角度	访谈问题	参考来源
RQ1 RQ2	时间分配	1. 您平日如何安排您的时间? (方法) 2. 您工作-家庭时间分配的比例是什么? (两者间是否有矛盾?) 3. 您如何看待这类冲突? 通常是怎样解决的? 公司和家庭是否有辅助您? 结果怎么样?	Carlson <i>et al.</i> (2000)
	角色压力	4. 您在工作和家庭中都承担什么样的角色? (角色的转换是否对您产生压力?) 5. 对于您刚刚说到的压力您是如何调整? 结果怎么样? 6. 同事和家人如何看待您所处的多重角色? 他们了解您的压力吗?	

表二 访谈提纲 (续)

研究问题	角度	访谈问题	参考来源
RQ1 RQ2	行为切换	7. 您在办公地点的工作模式和您在家中的工作模式有差别吗? 8. 不同的环境里您行为的切换有没有适应上的困难? 您是怎么解决的? 9. 同事或家人对于您的行为方式有什么样的看法和态度?	Carlson <i>et al.</i> (2000)

资料来源: 本研究整理

3.4 抽样方法

立意抽样(Purposive Sampling),又称计划抽样或目的抽样,是定性研究中常用的抽样方法之一:事先确定能够反应研究主题的样本对象,从这些特别的,特定的目标或群体中依据的是他们在某方面的才能搜集所需的信息(蓝波涛、张乐群,2013)。因为本研究想要研究大部分的女性主管有关工作家庭冲突的因和工作家庭平衡的应,所以这种抽样是有用的。

本研究选择立意抽样的目的是:①本研究主要研究女性主管的工作和家庭,比起同样数量的随机抽样,这样的样本更能够代表职场中女性主管的平均状态;②本研究选择立意抽样也适当的体现出职场中女性主管的异质性,婚姻状态和家庭成员的不同最有可能成为影响女性主管工作家庭平衡的因素;③“工作家庭边界理论”发展至今已有20年,深入调查中国的职场女性,尤其是面对冲突可能性最大女性主管对于工作家庭边界的态度和做法能够体现这一理论在中国环境下的适用性;④本研究并没有限制女性主管所在的行业,但也不是要刻意地比较不同行业,只是希望通过立意抽样抽取到的女性主管能够适当的诉说出行业的异质性;⑤本研究的研究问题会深入到女性主管的工作和家庭,需要她们回答的更加透彻,选择立意抽样的目的就是可以与受访的女性主管建立有效的关系。

3.5 访谈对象

定性研究的抽样数量是很弹性的,抽取直到资料饱和(Information Saturation)为止,根据Lincoln and Guba(1985)认为用于访谈目的的样本数量应该大于12位,最多不超过20位。本研

究共访谈 15 位女性主管，在第 13 位受访者访谈之后出现资料饱和，之后的 2 位是用来检验饱和度。本研究中未婚状态的受访者共有 6 位，其中有 4 位为单身状态的女性主管，有 2 位为恋爱状态的女性主管。已婚状态的受访者共有 9 位，其中有 2 位为暂时没有孩子的女性主管，7 位为有孩子的女性主管。受访者中有 7 位与长辈共同生活，8 位未与长辈共同生活。每一位受访者的最高学历都是本科或硕士，具有一定的文化水平，可以理解本研究的访谈问题并做以回答，她们来自于不同的行业、职位和地区。

受访者编号的第 1 数位是各位女性主管的婚姻状态（单身—S、恋爱—L、已婚—M），第 2 数位是各婚姻状态下排列的序号，第 3 数位是家中共同生活的长辈人数，第 4 数位是家中共同生活的孩子人数。

3.6 访谈流程

招募符合本研究需要的女性主管，联系她们，对其说明本研究的性质，与愿意进行访谈的女性主管进行预约，发送受访者信息表，访谈同意书，请她们签字，并随之发送本研究的访谈大纲，让受访者先了解本研究将会问到她们的问题，这样能够帮助她们回想，也能够丰富本研究收回的访谈结果。访谈的方式由受访者选择面谈、通话或视频。每次的访谈预计进行 40 分钟至 1 小时。由于新冠肺炎的环境和安全距离的限制，可以选择通话或视频。由于探索性研究的性质，大多数问题都是常规的，受访者完全可以自由地讲述自己所面临的工作-家庭状态，讲出自己真实的主观感受，分享自己的经验，道出其用来解决出现工作-家庭冲突时所选择的最适合的最优解决方式，无需研究者过多的建议和暗示。每次的访谈都书写访谈笔记并录音，访谈结束之后对笔记内容和录音内容进行审核校对。

3.7 内容分析法

内容分析(Content Analysis)是一种观察性研究方法，用于系统地评价各种形式的记录中的符号内容(Kolbe & Burnett,1991)。本研究的访谈都会通过语音通话或者视频通话进行，数据都是来自录音采访，需要将录音转化为大量的文本信息，所以使用内容分析法来分析数据最为合适。

3.8 资料饱和

为定性研究招募的参与者的数量是由一个称为饱和的理论原则指导的（Glaser & Strauss, 1967）。当对新收集数据进行分析时发现不能产生新的概念和新的范畴时，说明理论已趋于饱和（张康洁等人，2017）。

理论饱和度是一个主观的概念，迄今为止，还没有人回答理论饱和度如何测量的客观指标问题。饱和或不饱和纯粹是研究者本人依据研究经验的把握和研究分寸的掌握的感性认知。

3.9 信效度检验

通过钮文英（2018）整理个案研究的品质指标表中查找到本研究使用的立意取样这一技术可以充分的呈现个案的脉络资料来确保个案研究品质指标中信度的检验。也是在该表中查到三角校正这一技术可以检验构念效度的两个指标：一是三角校正从不同方法和来源取得的资料；二是适当且充分地选择不同方法来和来源的资料，以报道研究结果。

4. 研究结果讨论与结论

4.1 不同婚姻状态的女性主管对工作-家庭关系的看法

A. 时间的分配

通过对研究结果的分析，未婚的女性主管所面对的主体是她们的工作和个人生活，她们会将大部分的时间投入工作或者以加班的形式进行，通过发现无论是投入工作还是加班都区分为主动和被动。因为大多数人正处于职业上升期，为工作所奋斗能提升她们的价值和能力，这是她们主动的选择。但是有的加班是由于工作岗位的业务需求和特性或者公司整体的工作氛围，比如销售岗位有月底的业绩要求。当然，也有工作的时间越界延长到个人时间的情况发生，导致于无法参加家庭活动和特殊日子的娱乐时间，甚至影响了休息时间。

已婚的女性主管在时间的分配上受到的拉扯更加剧烈，她们所面对的主体是她们的个人生活、个人生活和家庭生活，她们也经常会上班，这里的上班也区分为主动和被动，但是被动的原因增加，上班的发生就影响到她们最为关注的孩子的学习和生活，不过这种影响也与孩子的年龄有关系，当孩子不能自行照顾自己的时候，母亲就要拿出更多的精力和时间围绕着孩子，当她们的孩子越小时，需求的事项就越多，这种情况就越严重。当她们把工作带回家时，她们需要完成家庭中的工作和对家人孩子的照顾之后才能做自己的工作，虽然花费在工作上的总时长没有变化，但是工作和家庭的顺序已经发生了变化。这一点非常符合陆洛等人（2012）的研究结果，就是中国社会，家庭相对于其他生活领域更为重要。她们也对属于自己的私人时间非常渴望。

B. 角色的压力

通过对研究结果的分析，未婚的女性主管所面对的角色并不复杂，她们所承担的来自于角色的压力更多是源自于她们的工作，工作中作为主管的责任感让她们承担的压力，本研究中未婚的受访者年龄在 26 岁~31 岁之间，由于工作能力强而晋升速度快，这引起周围同事的不满意或嫉妒，与同事的交流就会增加她们作为管理者的压力。而主管职位的工作和要求都高于普通员工，较难或者无法离开工作都会导致错过参加家庭活动，她们就有来自多重角色的压力和内心的愧疚。

已婚的女性主管作为女儿，妻子，儿媳和母亲的角色丰富性，使她们需要承担更多的家庭角色，也有更多的家庭成员需要她们的照顾，当她们的家人或者孩子生病的时候，她们常常需要亲力亲为地两头跑而导致角色频频的转换，这是多重角色的压力更加强烈。当孩子尚小，离不开大人的照顾时，工作任务本身已经繁重的女性主管在照顾孩子的时候情绪会产生变化，容易波动，进而产生角色压力的冲突。这一点的发现符合王玉珍等人（2011）发现在性别多重角色期待下，若在应有行为、实际行为和内在需求之间形成落差，冲突就有可能发生。生育对于职业女性来讲就需要产假，当女性主管需要请产假的时候就会担心生产归来的原有职位的变化和晋升机会的有无，这时面临生产的女性主管的心理压力就会增大，没有及时得到缓解就会扩大并且影响工作-家庭的平衡。

C. 行为的切换

通过对研究结果的分析，未婚的女性主管中亲和型的占比更高，原因是她们的同事大多都是同龄人，过于严厉的行为反而在工作中没有效果，但是她们还是主管，职位上承担的责任要大于普通员工，她们也会将自己工作中的行为潜移默化地带回到家中和生活里。

已婚的女性主管中几乎全部都是雷厉风行型，这也符合公司对于女性主管的需求，需要果断的执行能力。但是并不是这种状态的家人比较难以接受，这已经形成了一种个人特质，如果没有办法切换适合的行为方式，就会经常引发家人的不满甚至激化成更深的矛盾而引发争吵，这对于工作-家庭关系的破坏力非常之强。

本研究得出大部份的未婚的女性主管主动将时间投入在工作中，是希望通过工作可以提升他们的价值和能力，但是也有一部分的上班是因为工作岗位的特性需求以及公司的整体工作氛围是属于加班的文化而导致。已婚女性主管则由于家庭生活的加入，而加剧了时间上的拉扯。她们几乎都是被动的将时间投入在工作之中。其中有一部分是因为工作岗位的需求，需要将时间花费在客户身上，才能达到一定的业绩。当她们的孩子正处于急需照顾的年龄，那么对于母亲的时间要求就更加的强烈。

未婚的女性主管在面临角色的压力时，更多是源自于他们的工作。首先是工作中作为主管的责任感。其次是因为他们在同龄人中属于较早成为主管的人，来自于同事的嫉妒或者不满，也会增加他们的角色压力。最后就是作为单身的女性主管面临父母对其婚姻事宜的压力。已婚女性主管则身份的多样性更加丰富，她们也需要承担更多的家庭角色，需要为家庭成员，所负责。她们的角色压力一部分也是来自于工作中作为主管的责任感，另一部分来自家庭对于女性角色的要求。还有一种原因就是她们即将成为母亲的那一段时间，她们担心在生育之后无法回到之前的工作岗位，或者之前的工作被他人所替代而产生的角色压力。

未婚的女性主管中属于亲和类型的占比更高。因为他们的同事大多数为同龄人，她们发现严厉的工作方式会降低工作绩效。即使是亲和型的女性主管，也会在潜移默化的时候将工作状

态带回家中，在面对共同生活家庭成员或者朋友时时没有及时做出切换。已婚的女性主管几乎全部属于雷厉风行型，其实这更符合公司对于女性主管的需求，同样是由于工作的强度。她们在回家时无法或者难以及时的切换自己的行为状态，从而引起家人的不满甚至争吵。

4.2不同婚姻状态的女性主管维持工作-家庭平衡的方法

A. 时间的分配

未婚的女性主管在面对因为时，她们采用的是个人角度或组织角度。本研究中半数的未婚受访者都是主动将时间的80%~90%分配给工作，所以她们并没有感受到因为时间分配而是她们处在工作-家庭两难状况下。其他的未婚的女性主管会考虑是不是需要换一份工作，她们还有这种胆量和魄力。当她们在主管的职位做的时间越长，她们越能发现时间问题的所在，即使在时间的分配是被动的时候，也会想通过自己对于时间的调整来改变这个问题。当然，她们也希望通过公司来解决时间分配的问题，降低工作量或者加派人手。不过，这些方法都是她们预计或设想的，目前并没有实现。

已婚的女性主管在面对因为时间分配而带来的工作-家庭两难状况时，她们采用的是个人角度、家庭角度和组织角度。本研究中半数的已婚受访者都首先从自身进行调节和适应，首先做好心理准备和摆正心态，然后有计划有步骤地合理安排事项，解决时间分配的问题，提高个人的工作效率。家中孩子较小的女性主管则选择家人的帮助，首先是家人对她们的的工作持以支持的态度，在女性主管面对时间分配不均衡的时候家中有时间的家人可以对其进行帮助。再有就是来自于所在单位或者公司的支持、理解和肯定，合理地去利用公司人性化的弹性工时来减少在时间分配上的困难。这与 Ratnasingam *et al.* (2012) 的发现是非常相同的，就是来自配偶与工作组织支持极为重要。

B. 角色的压力

未婚的女性主管在面对角色的转换而产生的压力时，她们采用的是个人角度或同事角度。首先未婚的女性主管她们感受到角色的压力主要是来自于她们所在的职位本身的责任感和她们的同事间关系评价给她们带来的压力，与家庭相关也是由于职位的使命。她们解决的方法是通过自己转换心情，调试自我，通过自己开心的事情。还有一个方法就是通过与自己同级的同事去沟通，因为职位相同能够比普通员工更能理解所处的角色的压力。

已婚的女性主管与未婚的女性主管则有不同的方法。已婚的女性主管在面对角色的转换而产生的压力时，她们采用的是个人角度、家庭角度或组织角度。首先她们是有感受到来自于多重角色所带来的压力，她们选择校正自己对于不同环境下自己要承担的角色认知和态度，调整自己的心态去面对。与未婚的女性主管选择的倾诉对象不同的是，她们不会选择与同事倾诉，不想把不好的情绪带给同事，更多的选择是与家人坦诚的交流，让家人及时了解自己扮演的角色的压力，也希望获得她们的经验来帮助自己解决这方面的压力。

C. 行为的切换

未婚的女性主管在意识到自己行为切换方面导致工作-家庭两难时，她们采用的是个人角度。行为的切换不是简单的到一个境地就能立刻完美切换的，时常将一种环境下的角色行为模式带入到另一个环境下的角色行为模式是潜移默化的，并非女性主管刻意为之，但是无论是经他人提醒还是靠个人意识，她们都会进行自我调整，减少自己因行为的切换引起周边人的矛盾和不满。

已婚的女性主管在意识到自己行为切换方面导致工作-家庭两难时，她们采用的是个人角度或组织角度。本研究的已婚受访者中几乎全部都是雷厉风行型，其中大部分的人意识到需要通过自己反思做到及时的切换，不要将工作中的行为方式带回家中，因为家中并不是一个追求效率和业绩的场所。其中通过所在公司或组织的支持缓解自己行为切换的困境。

整理本研究所有婚姻状态的女性主管，从时间分配、角色压力、行为转换，这3个角度去总结她们所采用的实现工作-家庭平衡的方式。发现其实两种婚姻状态的女性主管在采用的方式没有特别大的差别，只是已婚的女性主管会比未婚的女性主管多采用家庭这一角度，见表三。

表三 不同婚姻状态不同角度实现工作-家庭平衡采用的方式

		婚姻状态	
		未婚	已婚
角度	时间的分配	个人、组织	个人、家庭、组织
	角色的压力	个人、同事	个人、家庭、组织
	行为的转换	个人	个人、组织

资料来源：本研究整理

本研究得出未婚的女性主管大多数没有感受到因为时间分配而令她们处于工作家庭两难境地。不过，面对被动的加班她们选择通过调整个人时间、降低个人工作量或加派人手来解决这一问题，但是方式中通过个人角度解决的效果最好。已婚的女性主管则更多的认为通过家庭角度来解决该问题的效果最好。

未婚的女性主管在面临多重角色压力并不多，而且主要来源是工作。她们会采用个人角度或同事角度来解决缓解压力。而已婚的女性主管不会选择向同事。来诉说自己角色的压力。更多的选择是通过个人或者是家庭。其中效果最好的是家庭角度。

未婚的女性主管在面对行为的切换时她们选择个人角度，通过自我调整通过自我调整来减少因为自己未能及时切换工作中的行为，或者是家中的行为给他人带来的不舒服感觉。已婚的女性主管在面临行为的切换是她们的选择相较于未婚的女性主管多了一种组织角度，但是效果最好的是个人角度，通过自我反思来做到及时的切换，避免将一个环境中的行为带入另一个环境之中。

5.研究局限与建议

本研究的实务意义首先是当女性主管在面临工作家庭困境时，可以参考的本研究中的优先被采用的方式，其次是女性主管的伴侣和家人可以了解如何提供适合的帮助，然后还可以让社会方面的企业和政府了解，除了女性主管以外，职业女性在面临工作-家庭两难境地时需要得到的实质性的帮助，最后给更多的职业女性带来相似状态的女性主管的建议。

本研究的局限性首先是没有采访到孩子大于 18 岁的女性主管、并且没有采访到婚姻状态为离异的女性主管，而且本研究受访者所在的行业没有统一。

本研究的建议，首先，未来的研究可以针对各指定行业的职业女性议题，了解各行业的特性对于女性在面临工作家庭关系时有何种特殊影响。其次，可以加入跨文化元素进行探讨，比较不同国籍在同一国家工作的职业女性或者在不同国家工作同一国籍的职业女性在工作-家庭关系上的态度和看法。最后，在本研究的基础上，可以针对男性主管进行探讨，与本研究的结论做以对比发现同异之处，还可以同时对夫妻二人进行半结构式访谈，丰富两性对于工作-家庭关系的态度与看法。

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Consumption Experience and Preferred Marketing Solution for Gen Y&Z: A Case Study of Small - Town and Rural Markets in China

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Abstract

This research aims to explore the optimal marketing strategies that are more suitable for China's small-town and rural markets. This research uses a qualitative study to select 15 Y&Z generations in the small-town and rural markets to conduct semi-structured interviews. From their perspective, we can understand their current use of consumer channels in the small-town and rural markets. Through the theory of planned behavior and consumption experience theory, they are used to understand the factors that affect their preferred consumption channels and the consumption experience of their preferred consumption channels. According to the content analysis method analyzed the interview data and concluded that the preferred consumption channel of the Y&Z generation in the small-town and rural markets is the online consumption channel, which is more inclined to the functional experience based on product prices and services. Combining online and offline methods, making good use of each strength, is currently the preferred marketing strategy that is more suitable for small-town and rural markets.

Keywords: Small - Town and Rural Markets; Y&Z Generation ; Consumption Channel; Purchase Intention; Consumer Experience

Y&Z 世代的消费体验及优选营销对策：以中国下沉市场为案例研究

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摘要

本研究旨在探讨较适合于中国下沉市场的优选营销对策。本研究以定性研究，通过目的抽样选取 15 名下沉市场中的 Y&Z 世代进行半结构式访谈。从他们的视角出发，了解目前他们在下沉市场中对于消费渠道的使用情况。通过计划行为理论和消费体验理论，分别用来理解影响他们首选消费渠道的因素和首选消费渠道的消费体验。并通过内容分析法，对访谈数据进行分析，得出目前下沉市场中 Y&Z 世代首选的消费渠道是线上消费渠道，比较倾向于以产品价格、服务等为主的功能体验。以线上与线下相结合的方式，各取所长，是目前较适合于下沉市场的优选营销对策。

关键词：下沉市场、Y&Z 世代、消费渠道、购买意愿、消费体验

1. 绪论

1.1 研究背景

目前，随着消费者的需求水平在持续提升，消费者的需求不断变化。消费者所追求的不再

是对纯商品的使用价值和功能性利益感到满意，而是对更高的身心愉悦，社会认同感，自我实现等体验价值感到满意（郭红丽，2006）。传统的销售模式已经难以满足消费者的需求，商家也逐渐注重消费者的消费体验（方俊涛等，2020）。

此外，随着网络市场的日益饱和，网络电商的可持续发展空间受到一定的限制（于小艳，2018）。与此同时，在下沉市场中，实体零售业受网络电商的影响，陷入低迷，面临着巨大挑战。无论是线上网络零售还是线下实体零售，在下沉市场中都存在着诸多问题和挑战，这些都有待解决和应对。而根据亿邦动力研究院（2020）的统计，到2020年，下沉市场中的人口总量将达到10.04亿，占据着全国近七成的人口。从中反映下沉市场的巨大消费潜力，尚有许多市场有待开发。其中下沉市场中的Y&Z世代，整体占平均人口总数的29%，约为4亿人，是下沉市场未来的消费支柱（WIFIPIX，2020），在这种情况下，拥有庞大人口红利的下沉市场，以及作为下沉市场消费主力的Y&Z世代，具有很强的消费潜力，成为线上与线下发展下沉市场的突破口。

1.2 研究动机

近几年来，中国电商发展态势极其迅猛，电商对人们生活的影响越来越大。线上消费渠道已经成为消费者消费的主要渠道之一（张玉雪，2017）。但是根据《2019年中国数字消费者趋势》报告，可知8%的中国消费者只在线下购买；32%的人在线上收集产品信息，却通过线下渠道购买；49%的人使用双渠道购买，并没有出现一边倒向网购的现象（卜览等，2019）。

由此可见，网购发达的当下也并不是全部消费者的首选消费渠道。虽然目前已经有学者从消费者的视角，探讨了影响消费者渠道选择的因素（Chintagunta *et al.*, 2012），但是少有从下沉市场中的消费者视角，探讨影响下沉市场消费者首选消费渠道的因素，以及在使用首选消费渠道的消费过程中获得怎样的体验。本研究认为这是一个值得进一步深入研究的课题，也希望本研究完成后所得的研究结果，结合消费者的需求提出下沉市场的优选营销对策。

1.3 研究目的

本研究从下沉市场中Y&Z世代的视角，进行研究。一方面，希望可以丰富计划行为理论和消费体验理论的有关研究；另一方面希望从中发现下沉市场中各消费渠道所存在的优点与不足，以期提出较适合于下沉市场优选营销对策。具有一定的研究价值和现实意义。根据以上的讨论，从而引申出本研究的研究目的：

- 一、归纳下沉市场中Y&Z世代首选的消费渠道和其中的体验。
- 二、提出下沉市场的优选营销对策。

1.4 研究问题

根据本研究的研究目的，进而提出本研究需要探讨的主要问题：

- 一、下沉市场中，影响Y&Z世代首选消费渠道的因素是什么？以及有怎样的消费体验？
- 二、下沉市场的优选营销对策是什么？

2. 文献综述

2.1 线上与线下的变化关系

近几年来，中国零售业连续增加，对国民经济的影响也与日俱增。中国的线下实体已从单一的传统百货商店形式演变为各种大型购物中心，百货商店、超级市场，专营店，连锁店等多种复合业态共存，且因互联网技术的普及与应用，线上网络零售这一新兴业态的发展，正在改变着消费者的生活方式（孙佳翌，2017）。

随着环境的变化，针对中国线上网络零售和线下实体零售发展状况的探讨也在不断丰富，其中，张兵（2000）研究了电商发展对实业的影响，表明在网络环境下，传统零售企业依靠实体店积累的资源优势正在逐步减弱；受到电商冲击，传统零售商面临转型与创新。张琳（2014）对实体零售和网络零售进行比较分析，建议零售企业把两者联合起来，充分发挥两者的优势，满足消费者的需求和企业的发展需要，以获得更大的竞争优势。

本研究中的线下消费渠道是指消费者直接从实体商铺购买产品或服务的传统消费渠道；线

上消费渠道是指消费者借助互联网与通信技术,通过天猫、京东、苏宁等电商平台,在网上产品或服务的新型消费渠道。

2.2 下沉市场

下沉市场通常是指三线及以下的低线城市和农村市场,以及少数生活在一线和二线城市低收入人群(李秀峰等,2020)。本研究借鉴以上学者的观点,将本文中的下沉市场定义为涵盖了三线及以下城市,以及非线级城市的城镇和农村市场。至此,本研究将进一步了解下沉市场的特征及现状。

2.2.1 下沉市场的特征及现状

根据亿邦动力研究院(2020)的统计,到2020年,下沉市场中的人口总量将达到10.04亿,占比全国人口72%,占据着全国近七成的人口。总的来说,在逐步均衡城乡发展的大前提下,下沉市场具有充分的开发潜力,以及较大的结构优化空间。因此,付一夫(2019)认为下沉市场大体具有以下两种市场特征:

A.市场规模与市场发展潜力巨大:以庞大的人口基数为基础,下沉市场是中国人口基数最大、面积最大、潜力最大、人口红利最大的市场。

B.优质供给和优质服务有待提高:与一、二线的城市相比,低线级城市和非线级城市,优质供给不足,消费体验不佳。

在下沉市场中,线下实体零售对于下沉市场还不是很重视,市场圈稀少,大型购物中心相对较少,大多数商店都是实体商店的形式,产品种类较少,品牌欠缺(张相斌、刘欢,2015)。反观,线上网络零售近几年开始加速下沉市场的布局,因网络购物的便利性,弥补了线下实体零售的短板,但是还是存在一定的不足,例如,仓储物流设施不完善,物流成本高,物流环节多,物流周期长等(谈奕,2015)。为此,本研究对作为下沉市场消费主力的Y&Z世代的消费特征,作进一步详细了解,有利于了解目前下沉市场的发展现状,发现其优势与不足。

2.3 Y&Z世代

Y&Z世代分别是指“Y世代”和“Z世代”。“Y世代”是指在1980年至1995年出生的人,也叫做“千禧一代”(付一夫,2020)。“Z世代”是指在1995年至2009年出生的人,他们又被称为互联网世代(陈杰,2019)。本研究主要研究的是下沉市场中的Y&Z世代,将其称为Y&Z世代世代下沉人群,因从经济来源和消费能力上的考虑,将Z世代界定在1995-2000年范围之内。因此,本研究将Y&Z世代下沉人群界定在1980年至2000年之间,而在中国,这类人群在下沉市场中有个新的名称,被称为“小镇青年”。是指1980年至2000年之间出生在三线以下城市生活的活动人群(WIFIPIX,2020)。本研究将借鉴以上的观点,将其定义为,1980-2000年之间出生,在三线及以下城市、城镇和乡村生活工作的活动人群。

根据WIFIPIX(2020)关于人口及消费统计的数据指出,2018年,中国有13.95亿人,从年龄上看1980年至2000年的人群占50%以上,约为7.1亿人,而在下沉市场整体中占平均人口总数的29%,约为4亿人,他们将是下沉市场未来的消费支柱。

2.3.1 Y&Z世代下沉人群的消费观念及特征

在一些商家看来,Y&Z世代下沉人群显示出惊人的消费能力,被认为是“数量大,有时间,敢花钱”的人群(赵霞、孙宏艳,2019),也将是消费支出最为旺盛且有消费能力的一代;为家庭买单、为娱乐买单、为自我提升买单、为颜值买单,拥有个性且丰富的消费需求,种种“驱动力”促使他们成为消费主力。

为了了解影响他们首选消费渠道的因素。本研究将通过计划行为理论,进一步分析影响Y&Z世代下沉人群首选消费渠道的因素。

2.5 计划行为理论

计划行为理论(Theory of Planned Behavior, TPB)是理性行动理论(Theory of Reasoned Action, TRA)的延伸,附加了感知行为的控制变量(Ajzen,1985)。TPB和基于扩展的TRA的目的是解决

似乎过度依赖意愿预测行为的问题(Bray, 2008)。

这个模型可以在四个层次上解释。首先, 人类行为遵循行为信念, 规范信念和控制信念三种类型的指导(Ajzen, 2002)。第二, 在类别中, 行为信念在评估利益和成本后凝结了对行为的积极/消极或有利/不利的态度(Overby & Lee, 2006); 规范信念形成主观规范, 并对个人造成社会压力, 促使人们以预期的方式行事(Elwalda *et al.*, 2016); 控制信念导致感知的行为控制, 这反映了人们对如何处理资源和机会的信念(Madden *et al.*, 1992)。第三, 态度、主观规范和感知行为控制, 由信念组成, 结合在一起, 形成的行为意图(Ajzen, 2006; Amaro & Duarte, 2015)。第四, 有了足够程度的实际控制, 人们就会按照意图执行特定的行为(Madden *et al.*, 1992)。本研究将分别从态度, 主观规范和感知行为控制这三个角度来进一步了解 TPB。

2.5.1 态度

Ajzen and Madden (1986)将态度定义为对行为的有利或不利的的评价。

2.5.2 主观规范

主观规范指的是一个行动可以或不可以被他人接受的“印象”(Fishbein & Ajzen, 1980), 即某些有影响力的个人或团体, 对个人是否采用某种行为决策的影响, 赞成或反对该行为的程度。

2.5.3 感知行为控制

感知行为控制是指个人对拥有资源、机会(Madden *et al.*, 1992)和技能(Delafruz *et al.*, 2010)以执行(抑制或促进)特定行为的感知。通过深入了解 TPB, 可知, 意愿会影响行为, 因而购买意愿会影响决策行为。本研究通过 TPB 的态度、主观规范和感知行为控制三个角度, 用于研究和探讨影响 Y&Z 世代下沉人群首选消费渠道的因素。并通过消费体验理论对他们的消费体验进一步分析。

2.6 消费体验理论

消费体验是消费者与产品或服务之间直接或间接的相互性互动的过程 (Holbrook & Himchman, 1985)。汪涛与崔国华(2003)认为消费体验是一种美妙而深刻的感觉。基于此, 本研究借鉴上述学者的观点, 将消费体验界定为在特定的社会经济条件下, 为了达到难以忘怀的消费体验, 在特定的消费环境中, 对特定的消费对象产生的一种陌生、新奇的体验和感觉。

消费体验理论主张, 把消费者体验被视为一种个性化的多维内部心理状态。消费者体验是一个包含多个基本元素的多维结构。根据研究发现消费者更加注重的是感觉, 消费过程其实是一种非理性行为。Holbrook and Himchman (1985)进一步提出消费体验需要 3Fs, 即感觉(Feeling)、梦幻(Fantasy)和娱乐(Fun), 后来又在 3Fs 基础上提出衡量消费体验的 4Es 维度: 娱乐(Entertainment)、表现欲(Exhibitionism)、体验(Experience)以及传递愉悦(Evangelizing)。

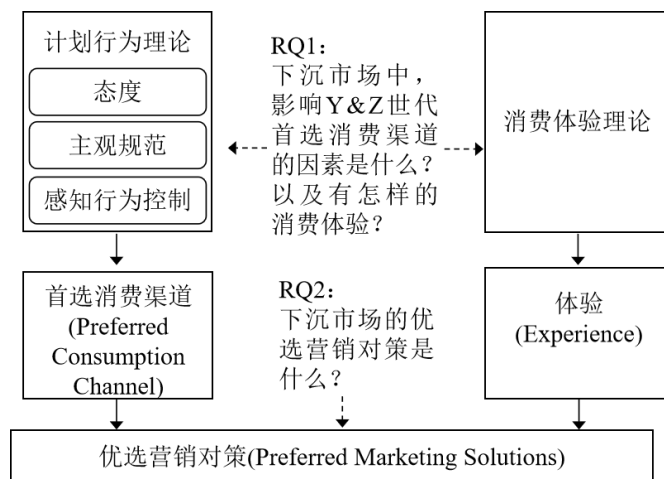
通过文献的梳理, 并根据消费者在下沉市场零售环境下的消费体验情况, 对本研究的消费体验类型进行了大致的划分: 功能、感官、情感和科技四类体验。并通过了解体验营销, 帮助消费者理解商家的营销方式, 以期商家得到消费者的有效反馈。

2.6.5 体验营销的概念

体验营销是指从消费者的视角考虑需求, 并通过各种手段营造消费者的体验, 引导消费者主动且积极参与其中, 以实现其营销目标的营销方式(吕辰, 2016)。本研究借鉴以上学者的观点, 认为体验营销是从消费者的角度出发, 商家利用现有的技术和手段, 针对不同的消费需求, 采取多种方式, 促进商家和消费者之间的互动, 以达到消费者购物中的体验需求, 实现其营销目的的营销方式。通过了解 Y&Z 世代下沉人群的消费体验, 反馈于商家, 以了解他们是否满意商家为其提升消费体验的措施。从中发现目前下沉市场存在的优点与不足, 以期商家调整营销方式, 实现营销目的。通过对以上文献的梳理, 也为本研究构建研究框架提供了理论依据。

2.7 研究框架

通过对文献的梳理, 结合理论与研究问题归纳出本研究的研究框架图, 见图一。



图一 研究框架图
 资料来源：本研究整理

3. 研究方法与设计

3.1 定性研究法

定性研究法是一种通过已有的文献和研究数据的基础上，通过演绎，归纳，比较，分类和矛盾分析等方法，对某一社会现象进行分析和判断，并以判断其本质为目的的社会调查研究（郑方辉等，2012）

因此，本研究采用定性研究法，采用定性研究是因为本研究从 Y&Z 世代下沉人群的角度出发，因而采用定性研究中的访谈方式来深入了解及分析 Y&Z 世代下沉人群真实的想法和行为。

3.2 半结构式访谈

由于深度访谈法主要是运用研究者与被研究者之间的对话来进行意见的沟通、交流和建构。半结构访谈，介于结构访谈与非结构访谈之间，拥有与系统共生的灵活性，比结构式访谈更具弹性（刘思齐，2018）。因此，本研究通过半结构化问题，让 Y&Z 世代下沉人群进一步描述他们的整个购物过程与体验，并追踪细节以发掘更深层次的意义。

3.3 访谈大纲

本研究在阅读相关文献后，会根据对研究问题的先前理解，对本研究有待回答的问题进行认真思考。本研究的访谈大纲将结合 Boardman and McCormick (2018)，以及董京京等（2018）所设计的访谈大纲作为参考，加入 TPB，以及消费体验理论，设计适合本研究的访谈大纲，详情见表一。

表一 访谈大纲

研究问题	角度	访谈问题
RQ1 (1~6)	态度	1.您对于下沉市场的理解如何？您有曾于下沉市场消费的体验么？作为消费者的消费的意欲如何？
	主管规范	2.有人影响您消费时对消费渠道的选择吗？什么样的影响呢？
	感知行为控制	3.您认为有什么原因影响消费者对消费渠道的选择？如何影响？
	首选渠道	4.您的首选消费渠道是什么？为什么？
	消费体验	5.您可以介绍一下您体验过的消费渠道？您的首选相对其他的有何不同？有什么优点？
		6.有没有经历过令您印象深刻的体验呢？可以举例吗？
RQ2 (7~8)	营销对策	7.您可否总结一下您对于现在下沉市场的消费渠道有什么建议？
		8.您会否希望有不同的消费渠道再给您带来新的消费体验？有哪些？

资料来源：本研究整理

3.4 抽样方法

深入访谈究其原因，在于内容详尽深切，更看重采访的质量而非数量（孙晓娥，2012）。所以本研究的访谈较少使用随机的抽样方法，而是使用较为灵活的非随机的抽样方法（孙国辉，2005）。由于访谈研究的样本数较少，通常采取目的抽样(Purposive Sampling)，也叫立意抽样，而本研究目的样本的选择，是根据确定的目的、准则为依据，以保证从那些接受访谈的 Y&Z 世代下沉人群的访谈中，获得关于研究问题的更多信息，以掌握和了解他们的实际情况（孙晓娥，2012）。目的抽样的重点并不在于样本数的多少，而在于样本能否较全面和较切实地答复所探讨的问题。本研究选择目的抽样方法的目的：

首先是希望抽取的样本是在下沉市场中生活工作的 Y&Z 世代人群，作为目前及未来下沉市场的消费主力军，在下沉市场中比较具有代表性，比起同样数量的随机抽样，更能够代表下沉市场消费人群的平均状态；其次还要使抽取的 Y&Z 世代下沉人群有变异性，生活经历的不同和变化可能会影响到他们首选消费渠道的调整和体验的需求不同；同时希望抽取的 Y&Z 世代下沉人群来自下沉市场中的不同城市，这样能够确保本研究的构念效度；最后就是所抽取的 Y&Z 世代下沉人群与本研究者有一定的人际关系，这样访谈的回应率就会提高。因此，本研究将采用目的抽样的方法，以获取本研究的研究样本。

3.5 访谈对象

为抓住目前及未来下沉市场的发展机遇，根据本研究的研究方向和人群，将 Y&Z 世代下沉人群作为本研究的首选研究对象。选取 1980 年至 2000 年之间出生，在三线及以下城市、城镇和乡村生活工作，以及至少半年以内或以上有过消费的 Y&Z 世代。由于定性研究的样本数量是弹性的，本研究根据弹性原则来确定受访的 Y&Z 世代下沉人群的人数，主要是根据 Lincoln and Guba (1985) 主张的，一般来说最少 12 位，最多不超过 20 位，就可以达到饱和点的原则进行。基于信息饱和原则(the Principle of Saturation)，本研究在每次访谈结束后，进行资料整理的过程中，如发现已有的信息高度重复，且再没有出现新的信息时，即视为信息饱和，将停止访谈；如未达到饱和，将继续增加访谈人数，进行访谈，直到信息饱和为止（孙晓娥，2012）。因此，本研究实际的受访者共有 15 位其中男性受访者 7 名，女性受访者 8 名，而访谈对象的招募首先从本研究者的大学同学入手，学历都在本科及以上，尽可能的保证受访者对于研究问题和访谈问题的理解，以保证本研究对所搜集数据的真实性。且互相认识也将更容易接受访谈，年龄和所在地区也与之相符，并且毕业后他们去向不同的城市，这样也能增加本文研究资料下沉市场中城市的多样性。涵盖了来自三线及以下不同城市的受访者，以及不同的职业和婚姻状况，尽可能的保证本研究数据的多样性，以获得不同资料来源。

本研究受访者的编号由 3 位组成，各编号位的说明见表二。

表二 编号位说明表

编号位	编号位所属	编号位代码
第 1 数位	性别	男-M、女-F
第 2 数位	婚姻状态	未婚-s、已婚-m
第 3 数位	同性别同婚姻状态排列序号	1~9

资料来源：本研究整理

3.6 访谈流程

第一步招募本研究需要的 Y&Z 世代下沉人群，与他们取得联系，并解释本研究目的，询问他们参与意愿。在收到肯定答复后，安排具体的时间和场所，提前做好采访准备。由于受到新冠疫情的影响，访谈的方式，以面谈或通过使用微信、QQ 等社交软件或工具通话和视频进行，并由他们进行选择。采访开始前，将访谈大纲发给他们，并对采访中不明确的问题进行说明，反复告知其保密性，并签署知情表和获得录音许可征求。在访谈时，本研究将根据具体情况，对访谈大纲进行调整或者根据受访者的回答进一步追问相关细节，以保持研究的相关性，并进行时间管理，以避免疲劳影响受访结果。访谈结束后，询问他们是否有需要提问的问题，或者

有什么要求。及时的记录他们的感受和细节，并把记录的数据逐字转换为文本，以便于分析。

3.7 内容分析法

在定性研究中，内容分析法是最常用的分析方法，主要是对已经记录的资料进行系统地研究与分析，并对其编码，找出其中共有的，我们关心的内容，即将各个记录中的内容编码分类，然后归纳出整个记录中的共同主题(Huiping Xian & Yue Meng-Lewis, 2018)。本研究的访谈主要以语音通话或者视频通话的形式进行，之后会将搜集到的访谈数据，进行文本转录，因此本研究采用内容分析法来分析本研究数据最为合适。

3.8 理论饱和和度检验

由于理论饱和度检验，是指在新的资料中，同样的信息在不断重复，新的概念类不在出现的情况下，不能再进行采样研究的鉴别标准（张党珠等，2019）。一般而言，信息是否饱和应该从研究人员的视角来衡量。本研究完成资料分析后回过头来进一步检验理论饱和度，通过对访谈记录和研究结论的不间断比较，以识别是否出现研究结论越界或不足的情况。

3.9 信效度检验

在整理的个案研究的品质指标与确保技术表中查找到目的取样这一技术可以满足个案研究品质指标中信度的充分地呈现个案的脉络资料指标（钮文英，2018）。基于此，本研究无论是数据的搜集还是数据的编码与分析，都依赖于三角查验来提升资料的准确度和分析的严谨度。根据三角查验的两个指标，进行本研究的信效度检验：一是从不同来源取得资料；二是适当且充分地选择不同来源的资料，报道研究结果（钮文英，2018）。

4. 数据结果分析与讨论

本章主要是对本研究通过半结构式访谈搜集到的研究数据，并借助计划行为理论和消费体验理论进行分析。通过对 Y&Z 世代下沉人群的访谈，以便更详细了解他们在下沉市场中消费的认知感受，通过他们对自身消费过程中首选消费渠道与消费体验的阐述，深入了解他们首选消费渠道是什么？是什么原因影响了他们的首选？其中又有怎样的消费体验？最后经过访谈数据的分析提出下沉市场的优选营销对策。

4.1 下沉市场中影响Y&Z世代首选消费渠道的因素及体验

4.1.1 研究结果

根据第 2 章的文献综述分析，可知意愿会影响行为，而 TPB 的态度、主观规范和感知行为控制都会影响意愿。因此，本研究通过 TPB 的态度、主观规范和感知行为控制三个角度，用于研究和探讨影响 Y&Z 世代下沉人群首选消费渠道的因素。

1. 态度

通过对受访者访谈数据的分析后，发现受访者主要因为商品的价格、商品的种类、商品的质量、渠道的基础设施、消费体验和消费需求的影响。其中价格、种类对线上消费渠道起到积极的影响，在质量方面则起到的是消极影响，而基础设施和消费体验上会有存在两种不同的影响，既有积极的影响，也有消极的影响。有的受访者认为，线上的价格相对于线下，较低，种类也较为丰富齐全，对线上消费渠道持积极的态度，也更倾向于使用线上消费渠道进行消费。

「在下沉市场中，线下实体店种类少，我一般在线上买东西，相对于线下，线上种类多，价格更优惠，所以我就更偏向于喜欢线上买东西」(Ms1)

「比如说品牌或者是类别可能都比较少，然后这样线上的话可选择性会更多一些。所以我可能更喜欢这种线上购物的方式。」(Fm2)

在商品的质量上，有的受访者会担心商品的质量问题，从而对使用线上消费渠道持有消极的态度。

「由于在小城市里生活，每天下班后需要去市场买菜，也比较方便，而线上买东西比较少，也担心质量安全，而且需要等，就不是很喜欢在上面买东西。」(Fm1)

2. 主观规范

研究发现影响受访者主观规范的信任信息的主要来源于朋友、权威人士以及有过相似购买经历的他人。其中大部分受访者会受到信任信息来源的影响，只有 2 名受访者认为影响比较少。

「会有影响，比如朋友说在某个渠道买的东西，在质量上会很好，或者说比我已经了解到的更好的话，我就会去听取我朋友的意见，通过他推荐的渠道去购买我要买的东西。」(Ms1)

「有人会影响到我的消费是对于渠道的选择，比如说在新产品上，我会倾向以听取有过购买经验的人的意见，比如电子产品的测评，衣服的试穿，这样会稍微有保障，避免踩雷。」(Fs1)

3. 感知行为控制

研究发现受访者主要受到风险感知（质量、好评度）、经济成本（价格、减免政策）、时间成本（时效性、便捷性）和需求紧迫性（产品的迫切需求、急需物品）的影响。

「主要还是便捷程度、时效，哪个渠道方便就用哪个，然后会权衡时间、价钱的因素选择最满意的。」(Ms2)

「产品的质量或者便捷性都有可能影响我去选择不同的渠道。」(Fm1)

「我认为，想要买的东西，如果急需使用的话，就会影响消费渠道的选择。」(Fs2)

「消费优惠的力度和减免政策的影响，基本都会影响消费渠道的选择。」(Ms4)

4. 首选消费渠道

本研究发现，态度、主观规范和感知行为控制之间会相互影响。且一半以上的受访者在下沉市场中会首选线上消费渠道进行消费。主要受到产品价格，产品种类的数量以及时间成本的影响。

「我首选在线上购买，因为购买价格比较昂贵一点的东西，同样的商品，价格要比线下较低一些。」(Ms1)

「线上吧，因为比较方便，种类全。」(Ms2)

5. 消费体验

目前在下沉市场中 Y&Z 世代的消费体验，不管是线上消费渠道还是线下消费渠道，都主要以产品的价格、种类、质量和服务质量、消费便捷性的功能体验为主，也更为倾向于这一体验。

「……退换货有快递上门取件那种，我就感觉很方便，就比较偏向方便快捷，然后提供给我的选择更多一点。……」(Ms1)

「线下快捷方便，线上还需要考虑货物送达时间。」(Ms5)

线上相对与线下，更多关注的是价格和便捷性，而在质量、服务和感官上的体验较差；线下则更多关注的是感官上的体验以及质量，在价格和种类上相对于线上稍弱。

「京东的线上快，上午买，下午就到了，优点就是快，东西全，也有线下不能比的价格，缺点就是退换货比较麻烦，售后体验相比线下会差点。」(Ms2)

「线下较有身临其境的感觉，现实中实物与宣传图片相符，更直观的反映。」(Mm1)

4.1.2 讨论

研究发现，态度、主观规范和感知行为控制会影响消费者的意愿，从而影响执行特定行为的可能性，在这种情况下，计划选择消费的渠道。有时一个角度决定了意愿，但是这三个角度并不完全独立，三者之间会相互影响。在下沉市场中，Y&Z 世代首选的消费渠道，依旧是线上消费渠道。消费者在消费体验过程中，消费体验可以提升消费者的认同感。而功能体验在消费体验中依旧占据着，重要位置，也是关注度较多的消费体验。

4.2 下沉市场的优选营销对策

4.2.1 研究结果

根据本研究分析的结果显示，线上消费渠道在快递物流系统方面、真实体验和商品质量的把控方面需要加强。

「线上需加强物流配送，解决下沉市场取货难的问题……」(Ms3)

「现在的 VR 设备已经开始慢慢普及，未来可能会有使用 VR 去线上购物，这是一个亮点，可能这样子这样真的会有身临其境的感觉。」(Mm1)

「线上的话还是说基本上最基本的就是质量的把控。因为产品的最基本的还是质量问

题, ……」(Fm3)

线下消费渠道在环境、服务、品类和娱乐体验上需要加强。同时,线上与线下适当的结合,取长补短。

「……其中商品的存量要充足、人员的服务质量得跟上。……,而且不能强买强卖,少一点花哨的宣传,多一些真诚的服务。」(Ms6)

「餐饮店在卫生环境和服务方面需要加强,提高服务效率,以及在逛商场、商店和超市的时候不希望有人跟着。」(Fm1)

「线下应适当结合当前互联网,适当与线上结合,提高体验和节省成本。」(Ms3)

4.2.2 讨论

通过研究分析后,发现,目前在下沉市场中,线上消费渠道主要问题在于,物流配送服务、商品质量把控和真实体验感上,而且在物流配送服务上,与一、二线城市相比,有一定的差距,而线下消费渠道主要问题在于环境、服务、品类与存量上,优质服务和优质供给有待提高。

5. 研究结论与建议

5.1 研究结论

本研究得出,Y&Z世代目前在下沉市场首选的消费渠道是线上消费渠道,也比较倾向使用线上消费渠道,且比较理性,一般会事先了解后再进行购买。在选择消费渠道时,主要受到商品的价格、种类、质量和消费体验的影响。而且过度和盲目的推广会使消费者产生厌恶的情绪,使其以消极的态度对待,从而降低了购买意愿。在消费体验上,线上需要加强商品的质量把控、售后服务和配送服务,而线下需要提升娱乐性和服务质量。目前下沉市场的优选营销对策,线上完善下沉市场中的物流基础设施建设,提升配送服务体验,通过VR、AR等技术的推广和应用,提升线上真实体验感;线下加强服务人员的培训,提升服务质量;需要线上与线下适当结合,取长补短,合作营销。

5.2 研究局限性和建议

本研究主要针对中国下沉市场中Y&Z世代的优选营销对策进行探讨,因此,选取这部分人群作为本研究的访谈对象。由于本研究的受访者的受访者的年龄和教育水平,相对接近,他们的观点可能会有些相似。可以增加各年龄段教育水平相同的人群细化研究。以及受访者城市分布虽然包括各线城市,但是主要以南方城市居多,可能出现下沉市场南北方差异。可以对下沉市场中南北方的消费选择进行对比研究。此外,本研究的发现只适合中国的下沉市场,可能不适合中国的其他市场,以及其他国家的市场。可以将本研究的角度扩展至其他市场进行研究。从理论研究的角度来看,仍有问题有待进一步研究解决。在研究中,发现有时很难辨别感知到的行为控制和态度。感知行为控制如何影响态度?这些问题可能需要更多的定量研究。

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From the Perspectives of Rationality and Sensibility to Study the Effect of Tourists' Perceived Value and Place Attachment on the Willingness to Revisit Chengyang Hanjia Folk Village—the Moderator of Novelty Seeking

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Abstract

From the perspective of “rational” perceived value and “perceptual” Place attachment, this study selects Chengyang Hanjia Folk Village as the research object. According to the social exchange theory and attitude theory, this paper attempts to construct a research framework of tourists' perceived value, place attachment, novelty seeking and Revisiting Intention in the context of folk culture tourism, the data were obtained by on-the-spot questionnaire survey, and the hypothesis test was carried out. The results show that: tourists' perceived value has a significant positive impact on place attachment; place attachment has a significant positive impact on revisit intention; However, landscape resources and service value, cultural value, social value and cost value have an indirect impact on revisit intention under the mediating role of place attachment. Finally, according to the research results, suggestions and suggestions are put forward for how to improve the tourists' willingness to revisit.

Keywords: Tourist' perceived value, Place attachment, Revisit intention

从“理性”和“感性”的角度探讨城阳韩家民俗村游客的感知价值与地方依恋对重游意愿的影响——以探新求异动机为调节变量

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摘要

本研究从“理性”感知价值和“感性”地方依恋的角度，选取城阳韩家民俗村为研究对象，根据社会交换理论和态度理论尝试在民俗文化旅游情境下，构建游客感知价值、地方依恋、探新求异动机与重游意愿的研究框架，并通过现场问卷调查的方式获取数据，进行假设检验。得出结论：游客感知价值对地方依恋有显著正向影响；地方依恋对重游意愿有显著正向影响；而游客感知价值中的景观资源与服务价值、文化价值、社会价值、成本价值维度在地方依恋中介作用下，对重游意愿有间接影响。最后根据研究结果，为城阳韩家民俗村提升游客重游意愿提出建议。

关键词：游客感知价值、地方依恋、重游意愿

1. 绪论

本章欲探讨的内容正是为此次研究理清研究思路,为后续章节的具体研究分析做好铺垫。内容共包含研究背景、研究目的、研究问题、研究意义和研究流程五个部分。

1.1 研究背景

我国的旅游市场日臻成熟,在传统旅游方式持续快速增长的同时,作为旅游业重要组成部分的民俗旅游市场也悄然兴起并借助一些有利因素得到迅速成长。其一,从国家支持层面来说。中国近年来致力于打造国家软实力,全面复兴中国传统文化,鼓励将“民俗文化”与“旅游开发”相融合(杨嘉琳,2019)。其二,从游客心理需求层面来说。民俗旅游属于高层次的文化旅游,它能够为旅游者提供更多参与、体验、了解独特地域文化和民族文化的机会,满足不同层次旅游者求新、求异、求知、求和的心理需求(牛亚飞,2019)。其三,从学术研究的重视层面来说。由于民俗文化的重要性,对民俗文化旅游资源的挖掘和开发也逐渐受到学术界的重视,有些学者根据对地方民俗旅游的自我认识,为我国发展民俗旅游提供了相关的具体理论指导。其四,从民俗旅游自身层面来说。民俗旅游具有与生俱来的鲜明民族性、显著的地方性、独特的文化性和广泛的参与性,对中外游客产生了巨大的诱惑力和吸引力(徐倩,2019)。通过在旅游项目的设计中融入本地特有的历史文化要素,既可以“标新立异”,又可以有效打破同质化竞争的格局,有利于增强游客对当地旅游品牌的认知度和美誉度(谢岭华,2019)。

基于以上有利因素,使得本人对民俗旅游产生了极大的研究兴趣,故将家乡一处民俗旅游地——城阳韩家民俗村作为研究对象。城阳韩家民俗村是中国海盐生产的发源地,天赐渔场,现如今已然建设成为青岛市乃至山东省最大的民俗旅游基地,向游客充分展示了中国古胶州地区的生产生活场景和民风民俗文化。然而面对日益激烈的旅游市场竞争,城阳韩家民俗村虽然具有先天的资源优势和政府政策方面的支持,但依然面临和其他旅游目的地一样的困境——如何才能留住客源,提高重游率。故地重游的“回头客”对于任何一个旅游目的地而言,绝对是其可持续发展的重要保障。

1.2 研究目的

传统的市场营销理论认为,顾客满意导致顾客再惠顾,所以有许多旅游目的地都将“提高游客满意度”作为经营和营销的重要目标,试图利用提高满意度的做法来达到提高游客重游意愿的目的。但在旅游研究领域,关于满意度和重游意愿的关系也一直存在着争议。基于此,本文考虑新的研究视角,试图通过“理性(游客感知价值)”和“感性(地方依恋)”两个角度,以社会交换理论和态度理论为依据,探讨游客感知价值、地方依恋和重游意愿三者之间的关系。另外,根据有关文献表明探新求异的动机也会对游客的重游意愿产生影响。因此,本文尝试将探新求异动机作为地方依恋和重游意愿两者之间的调节变量。在城阳韩家民俗文化旅游情境下构建游客感知价值、地方依恋、重游意愿和探新求异动机四者之间的关系模型。

1.3 研究问题

本研究试图探讨游客感知价值、地方依恋、重游意愿和探新求异动机四者之间的关系模型,主要有以下六个研究问题:确定城阳韩家民俗文化旅游情境下的游客感知价值和地方依恋的维度;检验游客感知价值的各个维度是否都会对重游意愿产生影响;检验游客感知价值的各个维度是否都会对地方依恋产生影响;检验地方依恋的各个维度是否都会对重游意愿产生影响;检验游客感知价值的各个维度是否都会通过地方依恋的传导对重游意愿产生影响,检验地方依恋在游客感知价值各维度和重游意愿之间的中介作用;检验探新求异动机在地方依恋与重游意愿的影响过程中是否起着显著的调节作用。

1.4 研究意义

其一，本文为游客重游意愿的分析提供了新的研究视角。其二，目前还没有相关文献探讨类似于城阳韩家民俗村这样的乡村民俗文化旅游地游客的重游意愿，此次在城阳韩家民俗村这样独特的乡村民俗旅游情境下探讨游客的重游意愿，也是本研究对民俗旅游相关领域的补充。其三，本次研究立足于游客本身，调查分析游客的感知价值和探新求异的动机，把握游客需求，为民俗文化旅游地增强游客地方依恋感，提高重游率，提供思路借鉴的同时，对城阳韩家民俗村保护和开发民俗文化资源有着重要的实践指导意义，有助于城阳韩家民俗村旅游业的可持续发展。

1.5 研究流程

本次研究根据“提出问题—分析问题—解决问题”的思路制定研究流程。具体内容如下图1所示。

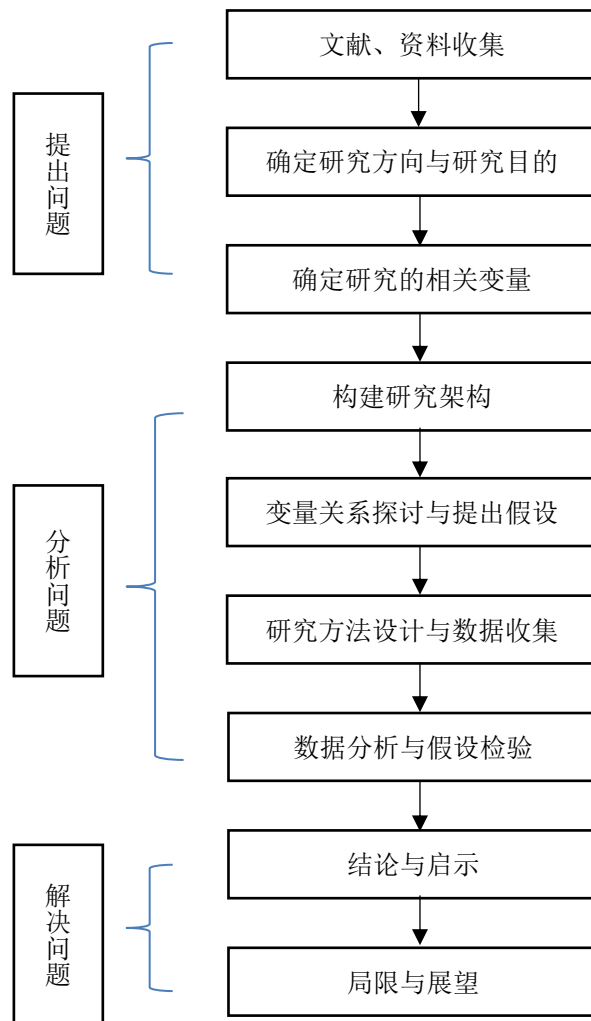


图1 研究流程图

2. 文献综述

本章节主要是通过整理相关文献的研究，探讨游客感知价值、地方依恋、重游意愿、探新求异动机的定义，确定在城阳韩家民俗旅游情景下的游客感知价值、地方依恋的各个维度，并结合相关理论分析四个变量之间的关系，提出假设推论，构建研究框架。

2.1 游客感知价值的概念研究和维度划分

游客感知价值 (Tourist Perceived Value) 源自营销领域的顾客感知价值理论, 该理论强调价值判断的主体是顾客, 企业要站在顾客的角度来看待产品和服务的价值。在营销领域, 顾客感知价值被认为是企业竞争优势的来源, 识别和创造顾客感知价值是一个企业长期生存发展的先决条件。考虑顾客的感受和态度, 可以了解他们在竞争环境中购买某些产品的倾向 (丁飞洋、郭庆海, 2019)。20 世纪 90 年代中期, 感知价值开始被引入旅游领域的研究, 学者们普遍从得失权衡比较的角度对游客感知价值进行定义。其中大多数学者比较认同的是 Zeithaml 在 1998 年提出的定义, 该定义为“游客感知价值是游客旅游时所感知到的利益与获得旅游产品或服务时所付出的成本进行权衡后对旅游地产品或服务效用的总体评价” (路璐, 2018)。

对于游客感知价值的维度, 在查阅相关文献后发现, 多数学者还是认为游客感知价值是一个多维度的概念, 应该采用多维度量表进行测量, 但具体分为哪些维度却没有达成共识。因此, 本文决定对比一些国内外学者们在不同旅游情境下设计的游客感知价值量表, 希望能找出共性的维度, 然后再结合此次研究对象旅游类型的突出特点, 确定最终的维度。通过仔细对比和甄选的结果, 总结出游客感知价值的基本维度为景观资源与服务价值以及成本价值。由于本研究是在城阳韩家民俗文化旅游情境下探讨游客的感知价值, 该类型旅游对游客的核心吸引物就是当地特色的民俗文化。游客在旅游体验过程中必然会看中其内在的文化价值和社会价值 (周忠杰, 2019)。因此游客的感知价值确定从以上 4 个维度去进行衡量。

2.2 地方依恋的概念研究和维度划分

地方依恋 (Place Attachment, PA) 是由地理学中的地方理论和心理学中的依恋理论发展而来的, 一直以来受到人文地理学和环境心理学领域学者们的重视。Tuan 最早将这两个理论结合起来, 把“人与场所或环境之间的情感联结”称为“恋地情结 (Topophilia)”, 这也是“地方感”概念的来源, 之后 Williams 和 Roggenbuck 首次提出了“地方依恋”的概念, 即个体对特殊地方的归属感 (李志飞、聂心怡, 2018)。

有关地方依恋的维度划分, Williams 将其分为地方认同和地方依赖两个维度, 这一划分方法得到广大学者的认可。其中, 地方认同 (Place Identity, PI), 是一种情感性依恋, 更倾向于人与地方的情感联系, 强调个人与地方分享共同的价值观、态度、思想、信仰等 (Dustin, 2020)。而地方依赖 (Place Dependence, PD), 是一种功能性依恋, 关注地方满足个体需求和目标的功能, 这种功能是不可替代的, 强调个人对地方的归属感 (Sanz-Blas, 2020)。

2.3 重游意愿的概念研究

关于重游意愿的概念, 蔡伟民 (2015) 觉得重游意愿是一种可能性, 指旅游者重返旅游目的地参与旅游活动的可能性。杨佩群与钟燕 (2018) 认为重游意愿是游客的一种计划行为, 指的是游客计划再次访问同一旅游目的地, 并指出重游意愿是旅游者已经对某个旅游地、旅游项目、旅游产品有过一次或以上到访或参与经历之后, 主观愿意再次到访或参与的一种主观意愿。因此, 重游意愿是属于意向忠诚, 而不是行为忠诚, 它代表了游客更喜欢、更倾向的可能性, 是一种情感和态度倾向。

2.4 探新求异动机的概念研究

消费者心理学认为, 对于顾客重复购买行为和忠诚度的认识, 需要从消费者的购买动机出发。而在旅游的研究领域中, 探新求异动机 (Novelty Seeking) 则被视为影响旅游者做出旅游决策的重要因素之一。比如, 当顾客存在探新求异动机的时候, 在某些情况下, 即使满意度、地方依恋很高, 顾客有时也会选择新的旅游目的地而不会重复游览过去的景点 (廖春花、明庆忠,

2015)。并且还有研究显示,探新求异动机水平不同的游客群体,其重游意愿的形成机制也会产生差异(廖春花、明庆忠,2015)。另外,关于探新求异动机的概念,目前学术界比较普遍的观点是指“游客倾向选择那些自己没有游览过或者与自己居住环境差异较大的地方去旅游,从而满足自身寻求新奇的心理需求(赵海溶、陆林,2018)。”

2.5 假设推论

游客感知价值与重游意愿的关系。在旅游研究领域,游客感知价值与重游意向的关系尚不十分明确,但有学者们倾向认为,游客感知价值与重游意向存在正相关的关系(刘法建、徐金燕、吴楠,2019)。已有研究文献表明,例如蔡伟民(2015)认为,游客感知价值对重游意向存在积极影响,并指出游客获得的感知价值越高,今后重返该地旅游的可能性越大。韩春鲜(2015)认为游客更愿意再次选择高感知价值的旅游地进行重游,以降低成本风险。还有学者李文兵(2011)经过研究也得出游客感知自己的期望越是能得到满足,行为也就越忠诚,重游也就越频繁的结论。基于此,本研究假设:H1:城阳韩家民俗文化旅游地游客感知价值与重游意愿存在显著正向影响。H1a:景观资源与服务价值对重游意愿具有显著正向影响;H1b:文化价值对重游意愿具有显著正向影响;H1c:社会价值对重游意愿具有显著正向影响;H1d:成本价值对重游意愿具有显著正向影响。

游客感知价值与地方依恋的关系。纪红叶(2016)构建了游客感知价值、地方依恋与环境负责行为之间的关系模型,发现游客感知价值中的服务价值、成本价值、环境价值和设施价值四个维度均对其地方依恋具有正向显著性影响。另外,还有其他相关学者的研究仅仅只是选取了游客感知价值的某一个维度,来探讨与地方依恋的关系。例如,贾衍菊与林德荣(2015)得出文化感知对地方依恋具有正向影响的结论。白凯(2010)指出旅游者对旅游地的景观服务价值的感知越满意,则地方认同感越容易形成。基于此,本研究尝试探讨在城阳韩家民俗文化旅游情境下,游客感知价值的各个维度是否都会对其地方依恋产生影响,所以本研究假设:H2:城阳韩家民俗文化旅游地游客感知价值与地方依恋具有显著正向影响。H2a:景观资源与服务价值对地方依赖具有显著正向影响;H2b:文化价值对地方依赖具有显著正向影响;H2c:社会价值对地方依赖具有显著正向影响;H2d:成本价值对地方依赖具有显著正向影响;H2e:景观资源与服务价值对地方认同具有显著正向影响;H2f:文化价值对地方认同具有显著正向影响;H2g:社会价值对地方认同具有显著正向影响;H2h:成本价值对地方认同具有显著正向影响。

地方依恋与重游意愿的关系。在以往研究中,地方依恋突出了游客与旅游目的地的情感纽带作用,对游客重游意愿产生影响。国内学者徐巧恩(2018)发现来九华山游玩的旅游者对九华山的地区依恋处于中等程度,并指出游客依恋程度越高,重游意愿越强。曹李梅与曲颖(2019)对周庄游客的重游意愿进行研究时发现,地方认同对传统古乡镇游客重游意愿的影响显著,但地方依赖没有直接显著影响。刘军与岳梦婷(2019)构建了旅游目的地选择模型,认为游客对旅游目的地产生或深化整体地方依恋感,将可能重复拜访从事过旅游活动的旅游目的地。基于此,本研究假设:H3:城阳韩家民俗文化旅游地游客地方依恋与重游意愿具有显著正向影响。H3a:地方依赖对重游意愿具有显著正向影响;H3b:地方认同对重游意愿具有显著正向影响。

地方依恋的中介作用。戴旭俊与刘爱利(2019)检验了地方依恋在旅游涉入和游客忠诚的关系中的中介作用,其中地方依赖存在一定的中介作用,而地方认同并不存在中介作用。纪红叶(2016)发现地方依恋在游客感知价值与环境负责行为的影响研究中起到显著的中介作用。段圣奎与苏勤(2020)认为原真性通过地方依赖和地方认同对忠诚度产生间接影响。虽然地方依恋对游客重游意愿的影响作用受到多数研究者的认可与支持,但大多都是将地方依恋作为前因变量,没有考虑对地方依恋中介效应的探讨。根据上文文献整理,游客对旅游目的地的感知价值会促进产生地方依恋,而强烈的依恋感也助于激发游客重游意愿。再加上向往(2018)认为情感在认知和行为意向之间起中介作用。因此,本研究假设:H4:城阳韩家民俗文化旅游地

游客感知价值对重游意愿的作用中，地方依恋起中介作用。H4a：景观资源与服务价值在重游意愿的作用中，地方依恋起中介作用；H4b：文化价值在重游意愿的作用中，地方依恋起中介作用；H4c：社会价值在重游意愿的作用中，地方依恋起中介作用；H4d：成本价值在重游意愿的作用中，地方依恋起中介作用。

探新求异动机对地方依恋与重游意愿的调节作用。探新求异动机可能会改变地方依恋与重游意愿之间的线性关系。在赵海溶与陆林（2018）的研究中，认为探新求异动机越强烈的游客，其重游意愿越弱；而毛小岗与宋金平（2011）认为探新求异动机强烈的旅游者，即使地方依恋水平很高，其重游意愿也不会很活跃。因此，本文推测探新求异动机在地方依恋与重游意愿之间起着显著的调节作用，同等地方依恋水平下高探新求异动机者比低探新求异动机者的重游意愿更低一些，因为高探新求异动机者更愿意去尝试新东西。基于此，本研究假设：H5：探新求异动机对地方依恋与重游意愿之间起着显著的调节作用。

2.6 理论依据

社会交换理论（Social Exchange Theory, SET）。在本研究的假设推论中，游客感知价值与重游意愿的关系和探新求异动机调节作用这两个假设推论，便是以社会交换理论作为理论依据。社会交换理论植根于经济理论，认为人与人之间的互动是一种为了满足利益最大化的理性行为。在交换行为发生前，人们会进行评价并选出最优方案，在交换过程或交换行为结束后，人们会计算自己的“得”与“失”，当“得”大于“失”时，人们会选择继续该行为，反之则终止该行为（曹池旋，2018）。结合城阳韩家民俗村的旅游情景，根据该理论的含义，在游客感知价值的各个维度中，景观资源与服务价值、文化价值和社会价值属于“得”，而成本价值属于“失”，游客通过二者的衡量，分析城阳韩家民俗村是否值得自己重游，进而会影响自己的旅游意愿与旅游行为；而在探新求异动机调节作用的假设推论中，也反映出游客因其想得到新奇的旅游体验，可能会选择失去一次重游已具有“地方依恋情结”的旅游目的地的机会。

态度理论（Attitude Theory）。在本研究中，感知价值与地方依恋的关系、地方依恋的中介作用和地方依恋与重游意愿关系的假设推论，便是以态度理论作为理论依据。态度由认知、情感和行为倾向三个成分组成。向往（2018）认为认知、情感、行为倾向之间是相互关联并存在层级关系，情感在认知和意向之间起中介作用。个体会对各种事物形成认知，然后基于事物对于人的价值关系产生相应的情感，最后在情感的基础上引发行为意向。结合城阳韩家民俗村的旅游情景，将游客的感知价值作为“理性”认知因素，将地方依恋作为“感性”的情感因素，将重游意愿作为行为倾向因素，以上三个假设推论恰好符合态度理论的内涵。

2.7 研究框架

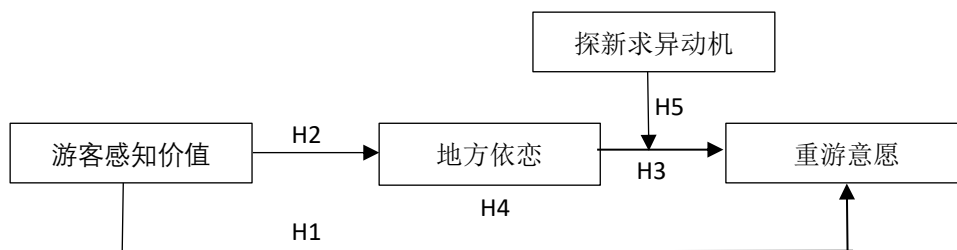


图2 研究框架图

3. 研究方法与设计

本章节主要是针对需调研的对象，设计相应的调查方式来收集数据资料，并通过整理相关文献的研究，了解研究框架中变量的测量题项和确定数据分析的方法，以此来帮助验证上述的

研究假设。

3.1 问卷调查法

本研究采取现场问卷调查法进行数据收集，有学者指出在选择问卷发放的对象时，可采用简单随机抽样，并且在发放的过程中要注意选择良好的环境和合适的时间，还要尽可能地由研究者发放问卷，确保问卷调查的要求一致和当场回收问卷，提高回收率，以便对数据进行整理和分析（吴莹，2018）。另外，本次调查问卷的编制决定采用 Likert 的七点量表，因为在通常情况下，Likert 量表比同样长度的量表具有更高的信度，而且 Likert 的七点量表的七种答案形式可以使回答者能够很方便的标出某问题在自己心目中的位置（郭安禧，2019）。此次调研共分为两个阶段：预调研阶段和正式调研阶段。

3.2 变量量表

表 1 游客感知价值各维度测量题项

代表学者（年份）	维度	测量题项
刘瑞（2019） 陈海波（2010）	景观资源与服务价值	到城阳韩家民俗村旅游我可以欣赏美丽的自然风光 到城阳韩家民俗村旅游我可以享受特色美食 到城阳韩家民俗村旅游我可以买到当地特色纪念品 城阳韩家民俗村的交通便利 城阳韩家民俗村的住宿环境舒适 城阳韩家民俗村的服务配套设施齐全 城阳韩家民俗村的服务人员热情
郭安禧（2019） 周淳（2016）	文化价值	到城阳韩家民俗村旅游增进我对当地民俗文化的了解 到城阳韩家民俗村旅游我可以体验独特民俗文化 城阳韩家民俗村的当地民俗文化保存完整 城阳韩家民俗村的当地民俗文化知名度高
李文兵（2011）	社会价值	我能很好地融入城阳韩家民俗村当地居民的生活 到城阳韩家民俗村旅游可以使我结交更多新朋友 我与城阳韩家民俗村当地居民关系友好
韩春鲜（2015）	成本价值	这次旅游花费的金钱是值得的 这次旅游花费的时间是值得的 这次旅游消耗的体力和精力是值得的

资料来源：本研究整理

表 2 地方依恋各维度测量题项

代表学者（年份）	维度	测量题项
曹李梅与曲颖（2019）	地方依赖	城阳韩家民俗村的民俗体验比其他地方更能让我满意 城阳韩家民俗村给我的感觉其他地方无法给予

		城阳韩家民俗村是我体验民俗的最佳旅游地 没有其它民俗旅游地比得上城阳韩家民俗村
白凯 (2010) 刘军与岳梦婷 (2019)	地方认同	我强烈认同城阳韩家民俗村的当地的民俗文化 对我来说, 城阳韩家民俗村有着特殊的意义 我觉得城阳韩家民俗村是我的一部分 我十分留恋城阳韩家民俗村

资料来源: 本研究整理

表 3 重游意愿测量题项

代表学者 (年份)	维度	测量题项
蔡伟民 (2015) 周淳 (2016)	重游意愿	我有下次重游城阳韩家民俗村的兴趣 我未来可能再来城阳韩家民俗村旅游 我会更频繁地到城阳韩家民俗村旅游 城阳韩家民俗村是我下次体验民俗的优先选择地

资料来源: 本研究整理

表 4 探新求异动机测量题项

代表学者 (年份)	维度	测量题项
赵海溶与陆林 (2018) 毛小岗与宋金平 (2011)	探新求异动机	我想去看与自己生活环境不同的景观 我想寻求新鲜, 刺激, 荒野探险 我想玩一些以前没有玩过的旅游项目 我想体验不同的生活风格

资料来源: 本研究整理

3.3 问卷设计

问卷设计的第一部分是对游客感知价值、地方依恋、重游意愿和探新求异动机四个变量的测量。根据上文表格, 这四个变量的测量量表一共选取了 33 个测量指标, 其中感知价值有 17 个题项, 从景观资源与服务价值、文化价值、社会价值以及成本价值四个维度进行衡量; 地方依恋有 8 个题项, 从地方依赖和地方认同两个维度进行衡量; 重游意愿有 4 个题项; 以及探新求异动机也有 4 个题项。而问卷设计的第二部分的内容就是对游客基本信息和旅游行为的调查。包括性别、年龄、文化程度、职业、月平均工资、客源地、第几次来、停留时间以及对城阳韩家民俗村当地民俗文化的了解程度 9 项内容。

3.4 预调研

本研究计划先在城阳韩家民俗村实地发放 100 份预调研问卷。进行预调研的目的, 一是为了检验问卷的信度和效度。二是为了净化并修正问卷, 通过咨询游客和专业老师对问卷内容的意见和看法, 不断调整问卷内容的表述, 避免出现理解上的偏差, 并在净化和修正问卷的同时也为正式的问卷调研做好相应的准备工作。

3.5 正式调研

本研究计划于 2020 年 7 月至 8 月学生暑假期间, 到城阳韩家民俗村进行正式实地调研。选择该时间段主要是考虑到暑假是国内学生最漫长的假期。因此这段期间前来重游城阳韩家民俗村的游客数量可能会上升, 这样可以为自己的问卷调研带来一定的便利性。并根据有关学者的

研究观点, 调研中母体的分布区域特征决定了样本的数量, 分布特征为地区性的研究, 其所需的样本数量应在 500 至 1000 之间 (Sudman, 1976)。因此, 为了保证此次调研的信度和效度, 本次问卷调研计划共发放 600 份问卷, 希望回收有效问卷 500 份。

3.6 确定数据分析方法

调研数据回收之后, 用 SPSS22.0 进行描述性统计分析、信度效度检验。借助 Amos21.0 建立城阳韩家民俗文化旅游游客的感知价值、地方依恋和重游意愿的结构方程模型, 并进行拟合度测评和路径系数分析来验证三者变量间的关系。用 Bootstrap 法检验地方依恋在游客感知价值和重游意愿之间的中介效应。采用层次回归分析检验探新求异动机的调节效应。

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The Influence of Spiritual Leadership on Unethical Pro-organizational Behaviors: Mediating Effect of Organizational Identification, the Moderating Effect of Trust of Employees in Organization

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Abstract

As an increasingly common social phenomenon in recent years, enterprise anomie has had an increasingly serious impact on the social and economic order. In this context, this study believes that unethical pro-organizational behaviors may be one of the attributions of corporate anomie. In order to understand the nature of unethical pro-organizational behaviors, this research focuses on exploring the influence of spiritual leadership on unethical pro-organizational behaviors, and establishes a model framework based on the theory of intrinsic motivation and social identity.

Keywords: Unethical Pro-organizational Behaviors; Spiritual Leadership; Organizational Identity; Performance Pressure; Trust of Employees in Organization

精神型领导对亲组织非伦理行为的影响：组织认同的中介作用和 组织内信任的调节作用

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摘要

企业失范作为近年来愈发普遍的社会现象，对社会经济秩序产生了越来越严重的影响。在此背景下，本文认为亲组织非伦理行为可能引发企业失范的归因之一。为了解亲组织非伦理行为的本质，本文以探讨精神型领导对亲组织非伦理行为的影响为核心，以内在激励理论和社会认同理论为基础，建立了模型框架。

关键词：亲组织非伦理行为、精神型领导、组织认同、绩效压力、组织内信任

1.引言

回顾二十一世纪走过的第一个二十年，企业失范事件的曝光从未停止过。企业失范，简单说就是组织人员实施了将股东和利害关系人置于风险境地的行为，这些行为使组织违背了其应该遵从的一般行为准则与社会规则 (Zavyalova *et al.*, 2012)。从2001年的安然财务造假案、2008年的三鹿“毒奶粉”案、2013年的葛兰素史克商业贿赂案，到如今的乐视集团因债务危机退市、

瑞幸咖啡 (Luckin Coffee) 造假事件,可以说国内外企业失范事件的发生接连不断。这一系列失范事件证实了非伦理行为在企业中的普遍性(莫申江、王重鸣,2010)。在企业中,员工可能会出于维护其组织的短期利益而产生非伦理行为,如参与财务造假、欺骗客户、向公众隐瞒信息等(Ashforth, 2003)。Umphress *et al.* (2010)认为,这类行为应归属于亲组织非伦理行为(Unethical Pro-organizational Behavior, UPB),并指出其本质是在促进组织的有效运营,但违反了社会伦理道德或法律法规的行为。

而在组织中,领导者的特质是影响员工行为的重要因素,尤其是领导的道德素质与自身的伦理行为能够对员工的非伦理行为产生重要影响(王晓辰等人,2017)。这其中,精神型领导(Spiritual Leadership)能够通过满足下属员工对使命和成员身份的精神性存在的基本需求,来内在的激励他们的员工,从而创造出更高水平的组织承诺和生产力(谢明明,2013)。那么对于亲组织非伦理行为,精神型领导会对其产生怎样的影响?与其他领导类型的概念相比,精神型领导的概念在存在层次、理论基础和核心观点等方面都与交易型领导、变革型领导、伦理型领导、责任型领导等大为不同(张军成、凌文铨,2011)。故此,本文认为系统地探讨精神型领导和亲组织非伦理行为之间关系是具有意义和价值的。

组织认同(Organizational Identification)是员工感知自己对组织的价值观、目标等内化的程度。组织认同不仅能够揭示员工与组织之间存在的心理联系及其作用机制,而且还可以显著预测员工的工作态度和行为(Riketta, 2005)。而领导作为组织代理人,其特质可以通过作用于员工的组织认同感,进而对员工行为产生影响。故此,本文将探索研究组织认同在精神型领导与员工亲组织非伦理行为间的关系中所起的作用。

另外,本文提出了一个影响精神型领导与组织认同关系的调节因素:员工组织内信任(Trust of Employees in Organization)。组织内信任是一种员工心中对组织持有的信心和支持的情感,一般来说,组织内信任会增加组织成员自发的社会行为,形成服从组织权威的正确方式(李灿,2010)。研究发现,对上级的信任更有利于激发员工的组织公民行为(Pillai *et al.*, 1999);员工对组织的信任会提高员工的满意度(Gould, 2003)、组织承诺(Aryee *et al.*, 2002)、群体内的信任有利于群体信息的分享(Dirks, 1999),并且有利于降低群体内的冲突水平(Porter & Lily, 1996)等等。这些研究成果大多与态度、情感相关。这些情感会使组织成员对组织的认同感上升(简浩贤等人,2017),因此本文也将探究员工组织内信任的调节影响。

本文在实践与理论方面均具有一定创新意义。在实践方面,首先是组织层面上,对亲组织非伦理行为的研究可以帮助组织认识到这类行为的隐蔽性以及危害性,并采取相关措施进行规避,以免影响组织的长期利益;而进一步探究亲组织非伦理行为的影响因素以及具体作用机制,能够让组织采取正确、有效的相关措施减少亲组织非伦理行为的发生。探究精神型领导如何影响组织内员工亲组织非伦理行为的产生,能够有效防范此类行为的发生,还能帮助组织进行伦理建设,实现可持续发展。其次是个体层面上,探究精神型领导对员工亲组织非伦理行为具体的形成机制和条件,有利于从微观的角度上,从个体层面指导员工进行正确的、道德的伦理选择以及伦理决策,降低员工实施亲组织非伦理行为的可能性。

在理论方面,目前学者们已对员工亲组织非伦理行为进行了诸多研究,但是,现有实证研究并没有得出一致性的结论,尚未能够完整解释员工亲组织非伦理行为的形成机制,对其影响因素和形成机理的相关研究仍旧较为稀少(张桂平,2016)。本文将以内激励理论和社会认同理论的视角出发,构建了精神型领导影响亲组织非伦理行为的作用机制模型,旨在探究精神型领导与员工亲组织非伦理行为之间的相关关系,并进一步了解组织认同的中介作用以及员工组织内信任的调节作用。因目前暂无精神型领导对亲组织非伦理行为影响的相关研究,故该选题具备一定的探索性。

综上，本文在内在激励理论和社会认同理论的基础上，探讨精神型领导对员工亲组织非伦理的影响机制和效果。鉴于非伦理行为可能为企业带来的一些不良后果，本研究希望能为企业防范亲组织非伦理行为提供策略或有价值的建议。

2.文献回顾与研究假设

2.1 内在激励理论

精神型领导的理论基础源自内在激励理论（杨付等人，2014）。在行为科学中，内在激励理论是处理动机、需要、行动、目标之间关系的核心（盛宇华等人，2017）。在行为科学领域，需要给予人以动机，需要能让人们明确行为目标。而激励能够激发、驱动和强化人的行为（张静涵，2016）。内在激励理论能够为组织业绩评价提供标准，能令组织明确怎样的业绩评价机制才能在组织中发挥有效作用，也是组织内建立业绩评价理论的核心依据（闫巍，2016）。

而关于精神型领导的内在激励效用，Fry (2003) 认为，精神型领导能够激励组织与员工伦理道德、信念和对未来前景期望方面的成长，并提高组织绩效、增强顾客与员工的满意度，进而提升企业的财务绩效。虽然精神型领导最早产生于对工作场所精神性的研究，初期阶段众多学者认为精神型领导与宗教信仰密不可分，但 Fry (2003) 还认为，宗教信仰与精神型领导之间关联甚微，而是领导行为与精神性的相互作用，是领导者通过对员工进行内在激励，从而满足员工精神层次追求的一种独特的领导方式。

2.2 社会认同理论

社会认同理论是组织认同的理论基础。该理论由 Turner *et al.* (1979) 提出并加以完善。社会认同理论的主要观点是：人在组织中需要经过类化、认同和比较的过程才能形成社会认同（张莹瑞、左斌，2006）。首先，类化需要人们在主观层面将自己置于某一群体，然后发现自身与该群体共有的特质，进而通过对比来评价对该群体的认识，确定自身的优劣势和等级。人们需要通过这三个步骤，来提升自身的级别、身价或尊严。

社会认同理论认为个体对群体的认同是理论的重要内在，人们自身通过社会分类，来确定自己对群体所产生的认同感，并在观念上设置群体内部偏好和外部偏见，然后通过推动和维护这种社会认同来提高自尊，以内群体和外群体的有利比较来产生积极的自尊（Stets & Burke, 2000）。社会认同理论的提出，即对人与人之间或群体与群体之间进行了区分，并把“认同”在人和群体层次上区分为个体认同和社会认同两种自我知觉水平（Hogg, 2001）。

在这样的背景下，通常个体在形成组织认同的同时会纳入对该组织认同的内容，如价值观、信念等。因此，当个体所在的组织是一个具有较高道德水准的组织时，其对组织的认同很可能也包含了对其组织价值观的认同，进而对其非伦理行为产生影响。

2.3 精神型领导对亲组织非伦理行为的影响

以权威性为基准对上文关于各概念的文献梳理，本文对精神型领导的探索主要参考并采纳了 Fry (2003) 的阐述，即精神型领导包含愿景、希望/信念、利他之爱三个维度。但通过对这三个维度的进一步分析，可以发现“利他之爱”与“愿景”相互作用影响，“希望/信念”受“利他之爱”的影响，进而作用于“愿景”维度而表现出外在特质（冯承俊，2012），因此本文对精神型领导不展开维度进行分析。精神型领导能够有效提升下属员工的组织承诺和创造了水平，甚至对转变员工态度提升个体生产力等都能够产生正向影响（盛宇华等人，2017）。因此，本文可以推断精神型领导会对员工职业成长产生积极作用。根据内在激励理论，精神型领导通过构建清晰的组织愿景，帮助其追随者根据其明确组织成员身份并建立自身奋斗目标，从而满足员工

对于自我实现等精神性追求（张军成、凌文铨，2011）。由此可见，精神型领导本身即具备较强的伦理道德水平，该特质与亲组织非伦理行为的非伦理特质相悖。由此本文提出假设 1。

假设 1：精神型领导对亲组织非伦理行为具有负向影响。

2.4 精神型领导对组织认同的影响

精神型领导和组织认同虽然源自于不同的理论基础，但两者之间所产生的效应却有着相似的关联。先前的研究发现，正确的价值观和伦理行为能够有效促进组织成员对组织的认同感 (Duschon & Plowman, 2005)。以内在激励理论的视角对精神型领导进行判别，能够明确其主要通过树立组织愿景、传递希望/信仰和表现出的利他之爱来满足员工内心对于责任、成员角色等精神性方面需求，而并非通过物质方面的手段。精神型领导的下属会将这种精神性的影响延伸从现实层面延伸至心理层面，而后感受工作、生活的意义 (Fry & Kriger, 2009)。精神型领导在领导过程中会和员工共同分享组织发展愿景，这种行为深层次体现出领导对员工的认可及重视。有研究结论表明领导的开放程度和可依赖性与组织认同感有着积极的影响（仇勇等人，2019）。利他之爱所显著表现出的是一种关心、尊重、赏识他人的特点，这些特征会潜移默化中提升员工自我重要感，这也是产生组织认同感的又一重要因素；而且希望/信仰使员工坚信组织宏伟的发展前景，这也会提高员工的组织认同感。由此本文提出假设 2。

假设 2：精神型领导对组织认同具有正向影响。

2.5 组织认同对亲组织非伦理行为的影响

在一般情况下，具有较高组织认同感的员工会将“组织利益”作为首要的组织内行事准则，甚至在没有其他监督的情况下也能够主动地做出与组织利益相符的行为(罗帆、徐瑞华, 2017)。所以一个组织的核心价值观会对员工是否产生亲组织非伦理行为有所影响。当组织或领导者做出一些违背道德伦理的行为，组织认同感高的员工会倾向于模仿或追随他们，员工会认为，即使违背社会道德标准，只要能让组织获利就是组织“认可的”、与组织“一致的”。反之，当员工所认同的组织具有较高道德水平时，员工不太可能发生亲组织非伦理行为（李根强，2016）。组织认同对于员工亲组织非伦理行为的影响受到其所处环境或其他因素干扰，较高的组织道德水平能够抑制员工亲组织非伦理行为的发生。由此本文提出假设 3。

假设 3：组织认同对亲组织非伦理行为具有负向影响。

2.6 组织认同的中介作用

社会认同理论指出，个体为寻求组织成员身份而比较自身与群体的差异和关系来定位自己，并会针对自身所处的环境和背景而形成显著的社会认同，组织认同作为个体在组织中确立自我身份的构念，不体现在对组织价值观的接纳，还体现在自身对组织的忠诚、归属感和自豪感（宝贡敏、徐碧祥，2006）。个体的组织认同感越高，对于组织的归属感就越强，他们会在精神层面上将自己同组织“融合”，认为自己与组织命运与共（张瑞莹、佐斌，2006）。组织认同对个体所产生的效应，包括促进其增强目标意识，减少组织成员多重身份引起的身份模糊和帮助组织成员获得和实现组织目标的满足，促进其与组织保持目标一致性（吴隆增等人，2010）。由此本文提出假设 4。

假设 4：组织认同在精神型领导和亲组织非伦理行为间具有中介作用。

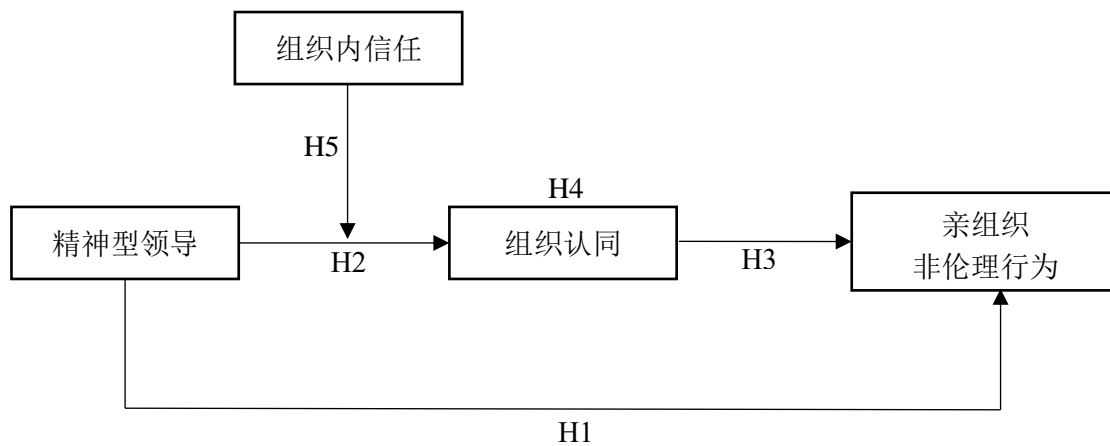
2.7 组织内信任在精神型领导对组织认同的影响中的调节作用

在组织中，对上级的信任能够利于激发员工的组织公民行为，并且有利于提高成员组织承诺，降低群体内的冲突水平等等 (Romano, 2003)。祁顺生与贺宏卿（2006）的研究表明，组织中的信任核心的要素在于人与人之间的信任关系，即人际信任，这种信任包含同事间信任和下属对领导的信任两种，它们基于组织成员人际互动后对彼此的认识和了解。由此再观察精神型

领导的特性，精神型领导能在战略、团队、员工三个层面中构建同等的组织愿景和价值观，让员工能从中感受到自身所承担的使命，也同时产生工作是有意义的观念和体验。进一步说，当员工个人价值观和组织保持相同频率时，更能促使员工保持积极的工作心态，产生积极行为（张军成、凌文铨，2011）。再者，精神型领导注重为员工创造一种“利他之爱”的组织气氛，在这种氛围中，领导和下属之间能够互相理解、互相欣赏，认为自身能够获得领导的认可与赞许，由此员工慢慢放下戒备，产生对组织的依赖性和归属感（杨振芳等人，2015）。很显然，这与组织内信任所产生的条件比较相符。由此本文提出假设 5。

假设 5：组织内信任在精神型领导对组织认同的影响中起到正向调节作用。

综上所述，本文建立了一个被调节的中介模型框架，如图一所示。



图一 研究模型框架图
资料来源：本研究整理

3 研究方法

3.1 精神型领导的衡量

结合 Fry (2003) 总结的定义，本文将精神型领导界定为：一种领导在组织工作环境中表现出的精神性领导方式，该方式以愿景、希望/信念、利他之爱三个维度令自身和其下属员工感受到发自内心的激励，这种由内而外的激励帮助领导者和员工互相获得认同，追求出色、互相信任，从而获取个人和组织的同步进步的价值观、态度和行为。本文采用唐铮等人（2014）整理翻译的量表，该量表包含 14 个题项。

3.2 亲组织非伦理行为的衡量

结合 Umphress *et al.* (2010) 的定义，本文将亲组织非伦理行为界定为：在组织环境中员工实施的、意图促进组织有效运作而违背社会价值观、法律或伦理标准的行为。本文采用吴明证等人（2016）对 Umphress *et al.* (2010) 研究中整理翻译的量表，该量表包含 11 个题项。

3.3 组织认同的衡量

结合 Ashforth and Mael (1989) 的定义，本文将亲组织非伦理行为界定为：组织成员对一个组织的感知的统一和感情的归属。目前组织认同的测量以 Cheney and Tompkins (1987) 所开发的量表应用最广。魏钧等人（2008）整理翻译了这一量表，该量表包含 12 个题项。

3.4 组织内信任的衡量

本文关注的焦点为员工对直接上级的信任和对组织整体的信任，参考 Romano (2003) 关于员工组织内信任的定义，本文将组织内信任界定为：组织成员相信领导能制定利于自己和组织发展的政策和目标，能够给予组织成员人性化的关怀，以及员工对组织的未来发展充满信心的程度。同时本文采用郑晓涛等人（2008）开发了相关调查问卷，该量表包含 6 个题项。

3.5 研究对象与数据收集

本文为定量研究，在查阅、分析以往文献的基础上，以内在激励理论和社会认同理论为出发点建立研究模型，并运用问卷调查法进行探讨研究。

赵红丹与周君（2017）指出，整体来看中国企业的亲组织非伦理行为有更大概率发生在民营企业、金融企业或上市公司。但中国国内民营企业、金融企业和上市公司数量庞大，考虑到研究者社会资源与人力资源方面的条件与限制，本文将数据调研区域聚焦于浙江省，浙江省内拥有 473 家上市企业，上市企业数量排全国第二。杭州市作为浙江省会，近年来民营经济发展突飞猛进，民营企业发展在全国范围内具有较强的代表性。基于此，本文数据计划从浙江省杭州市的某私营上市企业中获取。

可行的数据收集方式必须要综合考虑问卷的有效性、成本和反馈效果等因素（杨梅，2011），而网络问卷调查可以降低成本，增加数据收集的科学性和便捷性（陆宏、吕正娟，2011）。本文调查问卷采取线上收集的方式，并对调查样本企业进行便利抽样（Convenience Sampling）。线上问卷将通过问卷星平台以二维码名片和网络链接的形式发放。根据 Bentler and Chou (1987) 的研究结果，未知母体群的有效样本数至少为问卷题目数量的 5 倍，本文问卷题项总数为 50 题，应获取有效问卷 250 份，因此本文计划发放问卷 300 份。

3.6 数据分析方法

研究计划使用 SPSSAU 系统对获取的数据进行分析，主要采用描述性统计分析，信效度分析，相关分析和回归分析方法对假设进行检验。

描述性统计分析是我们对数据进行分析的最基础性工作，它是用数学语言对样本数据的总体情况、结构、基本信息所进行的描述。

信度是对量表是否具有稳定性与一致性所做出的系统性的评价，即对相同的现象或者相似的现象进行测量，检验其所得结果的一致程度。本文在进行信度分析时，采用 Cronbach's α 系数分析检验量表的内部一致性信度。Fornell and Larcker (1981) 认为， α 值大于 0.7，表示各项目间的内部一致性很高；若 α 值介于 0.35-0.7 间，则表示在首次发展量表的探索性研究中认可接受水准；而 α 值小于 0.35 表示信度很低，予以拒绝。

效度即有效性，是测量所采用的工具或手段能够准确测量出目标物的准确程度。本文通过对各量表在先前研究中的使用和分析结果来判断其是否具有有效的内容效度。同时，本文还通过 KMO 检验与 Bartlett 球形检验以判断研究数据是否具有结构效度。

相关分析是一种用来研究变量之间的相关性或非确定性关系的统计分析方法，其中非确定性是指不确定变量间的因果关系。变量间的相关程度主要用相关系数来表示。本文采用皮尔逊相关系数分析 (Pearson Correlation)，检验各变量的相关性。

回归分析是一种用来研究存在相关关系的变量之间具有的某种确定的非线性关系或线性关系的统计分析方法。本文通过回归系数的大小、是否显著、正负等数据指标判断相关假设的验证支持情况。并且通过方差分析、 F 值、 R^2 值的显著性检验，判断该回归分析是否有效。

在中介效果检验上，根据 Baron and Kenny (1986) 的研究成果，中介效果的成立需要具备三点条件。具体分别是自变量与中介变量分别与因变量间存在显著关系；自变量与中介变量间存在显著关系；置入中介变量后自变量与因变量间的关系应较未置入中介变量时变弱。

最后是对假设的调节效果检验。在针对组织内信任的调节效果上，对数据进行层级干扰回归分析来验证。其验证方式是，先进行自变量对因变量的回归分析，再加入调节变量，观察与原自变量和调节变量是否存在交互作用，若回归方程式的交互作用项的相关系数达到显著水准，即表示调节变量之交互作用效果成立 (Baron & Kenny, 1986)，此时便可观察调节作用的斜率图来判断其所形成的调节效果。

4 研究预期

4.1 前测分析

本文计划调研企业为浙江省杭州市某私营上市公司。为确保后期正式采集数据的质量与可靠性，本文在正式调研之前对调查问卷进行了前测，本次前测在小范围发放问卷，调研对象为包括计划调研企业在内的数家私营企业员工。前测采用问卷星平台的网络问卷，向受访者进行数据采集，共发放、回收问卷 71 份。以 70% 相同答案和填答时间不足 180 秒为无效问卷排除标准，最终得到有效问卷 36 份，有效问卷回收率约为 50%。将回收数据进行整理后进行信度与相关性分析，其结果如表一所示。

表一 前测信度与相关分析表

	平均值	标准差	内部一致性系数	组织内信任	组织认同	亲组织非伦理行为	精神型领导
组织内信任	3.352	0.829	.900	1			
组织认同	3.653	0.897	.955	.670**	1		
亲组织非伦理行为	2.432	0.776	.911	-.581**	-.545**	1	
精神型领导	3.621	0.928	.956	.554**	.916**	-.562**	1

4.2 前测分析结论

观察本文的前测数据分析结果，其各变量内部一致性系数 (Cronbach's α) 均高于 0.8 以上，说明前测样本信度良好，且各变量间均呈现出显著的相关性，符合继续进行研究的条件。此外，前测数据分析结果也显示组织认同与精神型领导、组织内信任之间的相关系数较高，因此本研究计划在后续数据分析过程中，若验证性因子分析 (Confirmatory Factor Analysis, CFA) 无法获得满意的区别效度，即采用结构方程模型 (Structural Equation Modeling, SEM) 估计法或其他方法来检验各变量的区别效度。

4.3 研究预期贡献

首先是本文建立了以精神型领导与亲组织非伦理行为为核心的研究框架，验证了它们与组织认同的相互作用关系，丰富了不同领导类型对亲组织非伦理行为影响的探索。在此基础上，研究还提出了组织内信任这一调节变量，并检验了其在精神型领导和组织认同间的调节关系，研究框架具备一定的创新型。

其次先前研究基本只采用一个理论视角，而本文采用了内在激励理论和社会认同理论两个理论基础探索精神型领导对亲组织非伦理行为的影响和作用关系，特别是基于内在激励理论对精神型领导的探究，研究者尽可能详尽的阐述分析了领导者在精神层次对员工的激励，一定程度上补充了前人研究成果。

最后，本文的研究动机之一是以亲组织非伦理行为的角度探索企业的失范行为，因此研究成果能够对企业失范行为的相关研究提供一些思路或启发。

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The Impact of Cultural Alienation on the Cross-cultural Adaptation and Work Engagement of Expatriates Using Mental Resilience as a Moderating Variable

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Abstract

In the past, scholars' research on expatriates mainly focused on their cross-cultural adaptation, but the research on the sense of cultural alienation is still relatively lacking. This paper mainly adopts the quantitative research method, based on the review and analysis of previous literature, and takes the trait activation theory and self-regulation theory as the starting point to establish the research model. The purpose of this study is to explore the mechanism of cultural alienation on expatriates' cross-cultural adaptation and work engagement, and the moderating effect of resilience on cultural alienation and expatriates' cross-cultural adaptation. The development of cultural alienation has a negative impact on other employees' work engagement behavior; cultural alienation has a negative impact on other employees' cross-cultural adaptability; employees' cross-cultural adaptation has a positive impact on employees' work engagement behavior; psychological resilience inhibits the impact of cultural alienation and cross-cultural adaptation.

Key words: Cultural Alienation, Cross-Cultural Adaptation, Work Engagement, Resilience

文化疏离感对外派员工跨文化适应和工作投入的影响 ：以心理韧性为调节变量

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摘要

过往学者对于外派人员的研究，方向主要集中在其跨文化适应的研究，对于文化疏离感的研究还较为欠缺，主要本文采用定量研究方法，在查阅、分析以往文献的基础上，以特质激活理论和自我调节理论为出发点建立研究模型。旨在探讨文化疏离感对外派人员跨文化适应和工

作投入的作用机制，以及心理韧性对文化疏离感和外派人员跨文化适应能力的调节作用。发展出文化疏离感负向影响其他员工工作投入行为；文化疏离感负向影响其他员工跨文化适应能力；员工跨文化适应正向影响员工的工作投入行为；心理韧性抑制文化疏离感与跨文化适应影响的作用模型。

关键词：文化疏离感、跨文化适应、工作投入、心理韧性

1.引言

随着“全球化 4.0”时代的到来，信息技术不断高速发展、经济全球化稳步推进，企业间的全球化互动形式取代了单一的国内互动，从而引发了大量人群在不同文化间流动（陈国明、安然，2010）。2018年，中国共对外派遣 52.2 万人员，比 2017 年增长了 5.7%。其中，有 22.2 万人被派往海外项目，与上一年相比，派遣的规模有所减少；劳务合作项下派出 30 万人，同比派出规模有所上升，2019 年，中国累计批准外商投资企业数量已超过万家，累计利用外资接近万亿美元。在这种背景下，跨国公司的国际发展趋势逐渐显现，企业人员配备现象正在出现并在增加，但是由于外派人员在母国生活了很长时间，因此进入其他国家后遇到的是由于母国文化的重大变化和对工作的承诺不足导致文化疏离感增加，导致外派人员的工作失败。对于组织而言，外派失败会导致人力资本流失、绩效水平下降、组织名誉损伤、海外战略受到干扰。对于外派人员个人而言，外派失败会对员工的自尊心和自信心造成一定的损害，进而可能影响员工的工作积极性以及工作绩效。所以外派员工在进入其他国家后会不会因为文化的变化影响到各个方面，这就是外派人员面临的文化疏离感的重要性以及必然性，会不会降低跨文化适应度，从而影响到外派任务的工作投入程度以及个人的其他方面，能从什么角度降低这种负面的影响，员工的心理韧性作为一种能力是不是可以减少文化疏离对外派员工文化适应以及工作投入程度的不良影响。

外籍人士的跨文化适应状况对于实施公司的全球战略和发展其子公司至关重要。海外派遣虽可给公司、管理者提供成长和发展的机会，但同时也需要外派人员能够有效适应新颖的工作需求与职责，学习新的文化规范积极投入到工作中去。Stahl *et al.* (2005) 提出大部分外派员工工作投入较低是因为员工不能适应海外新环境。Tung (1982) 关于外派失败的经典研究发现：美国跨国企业外派人员失败率为 17%-40%，欧洲和日本跨国公司外派失败率为 6%-15%。Black and Gregersen (1991) 研究发现：10%-20% 的美国外派经理会因为跨文化不适而提前离开岗位；近 1/3 完成任期的外派员工无法达到公司的预期目标。Swaak (1995) 研究表明一次失败的外派任务足以给公司带来高达 20-100 万美元的经济损失高；间接损失可能会产生的结果包括损害潜在顾客、供应商关系、与东道国政府关系受影响、生产力低下、商业机会流失或者对其他员工产生误导和负面示范效应等。

本文基于以上背景，通过对相关文献资料的回顾与梳理，寻找相关理论的切入点，对文化疏离感、跨文化适应和工作投入进行分析，进一步研究跨文化背景下文化疏离感对员工工作投入的影响作用，同时探讨心跨文化适应在两者关系中的中介作用，以及员工心理韧性的调节作用。

2.文献回顾与研究假设

2.1 文化疏离感与工作投入

Kahn (1990) 在讨论个人投入和不投入工作时，指出不投入是自我脱离工作角色，送与不合群的状态或者自我疏远相似。因此，工作投入的概念接近于疏离感的对立面。文化疏离感被认

为是在情感和也理上对工作的分离的综合表现。Kanungo (1979) 指出文化疏离感并不仅仅是认知层面的评价, 它还包括痛苦的情绪, 虽然疏离感被认为是一种认知的信念状态, 个人将文化疏离感视为对他国文化感到陌生, 指出了疏离感的情感影响。对工作的消极态度和表现出对工作的分离, 这种分离的也理状态被称为疏离感, 而工作投入大于工作卷入的行为状态, 工作不投入不包括疼痛的情感或与疏离感相关的失落状态。Winkelman (1994) 指出文化疏离感和跨文化适应是外派人员工作投入和离职的主要决定因素。换句话说, 文化疏离感是外派员工必须经历的部分, 可能会对外派员工的业绩和离职产生重大的负面影响。

Kanungo (1979) 研究的重也是放在文化疏离感上, 他认为文化疏离感与工作投入是同一工作态度构面上的两个极端, 因此, 当员工本身对工作投入程度升高时, 其对文化的疏离感将会降低, 进而使得工作绩效得到提高。Powell (1994) 也通过对美国威斯康星州的社会工作者研究, 证明了自我文化疏离感和无意义感是工作投入程度的前因变量。文化疏离感会使得员工较不关也工作, 对工作投入较少的精力 (Moch, 1980)。

Bretz (1994) 指出文化疏离感是导致职业生涯成功的关键因素。影响一个人的职业生涯的成功有很多原因, 但是一个最关键的变量是个人的工作行为和态度。一个享受自己的工作、对工作有积极乐观态度的员工, 会投入工作以更多的专注和精力, 这样的人往往也更有可能会获得职业生涯的成功, 而对工作投入专注和精力的程度, 便是本文提出的工作投入度。O'Reilly (1991) 另外发现, 文化疏离感高的人往往具有较高的离职意愿。因为文化疏离感高的外派人员对外派的工作有较低的认同感, 他们不喜欢自己的公司, 也就不会愿意为之努力和做出贡献, 从而轻易产生离职的想法。基于以上的分析, 由此, 本文提出一个负向假设, 文化疏离感会对外派员工的工作投入产生负面影响。

H1: 文化疏离感对外派员工的工作投入有显著负向影响。

2.2 文化疏离感与跨文化适应

杨东等 (2009) 对于文化疏离感的定义为“对以前母国感觉舒服或熟悉的事物现在来到他国觉得不舒服或者陌生。适应的两个维度 (心理适应和社会文化适应) 将受到阻碍和限制, 因为在寄居或生活在另一个文化环境中之后, 要重新适应他国的文化会遇到困难和挑战。疏离感可以说成是包括三个自我的因素, 即: 受轻视、伪装和孤立。文化疏离感是指从一种文化环境向另一种文化环境的融入过程中发生不良的心理反应和精神障碍 (Seeman, 1983)。文化疏离感作为实际的变量影响着个体的心理与行为, 对其心理健康和文化适应发挥着更为重要的作用。

Berry (1992) 关注到文化疏离对于跨文化适应的影响, 文化疏离或感知到的主客族文化间的距离被看做是适应结果的关键因素。Suanet and Vijver (2009) 研究了 168 名在俄罗斯的留学生的心理文化适应过程, 假设感知到的主客族文化距离越大, 其心理与跨文化适应水平越低, 发现来自中国和朝鲜的学生群体经历着较大的感知文化距离与较低的适应水平, 而来自前苏联和非洲的学生群体经历着较小的感知文化距离与较高的适应水平。这一概念是相对于文化疏离感而言的。可以看出, 文化疏离感对外派员工的跨文化适应影响。因此提出假设:

H2: 文化疏离感与跨文化适应有显著负向影响。

2.3 心理韧性的调节作用

在逆境下, 心理韧性是一类使个体依然能够适应和发展良好的心理现象; 过程论主张心理韧性是一个动态的、不断变化的发展过程, 在个体遭受到逆境的时候, 通过不断的调节和恢复从而良好应对的过程。特质论、能力论则认为心理韧性是一种能力或者品质, 是个体具有的特质。心理初性是个体在挫折中尽可能早的恢复的能力。王泽宇等 (2013) 指出不能调整自身和适应新环境是外派人员派遣失败的关键因素。然而跨文化适应兼具挑战性和多面性, 因为在跨文化情境下工作的外派员工不仅需要适应子公司的新岗位, 还需要习惯东道国的气候、饮食等

整体生活条件,而且需要经常与当地居民互动交流和积极参加他们的社交活动 (Black, 1991),任何一方面适应不佳可能导致连锁的不良反应。而母国和东道国的文化差异可能致使其力不从心,产生巨大的心理压力,进而难以完成外派使命和提前归国。Newton *et al.* (2014) 以长期被病痛折磨的病人为被试,探索心理韧性如何在应对长期病痛问题上发挥作用,研究表明,心理韧性水平高的病人表现出更少的恐惧和回避、更少的身体障碍和更低的疼痛水平,而这些人正是那些具有可获得的家人支持的病人。Graves (2008) 从心理学角度来看,跨文化适应性被认为是个体对新文化环境的心理适应程度。Berry (1992) 认为文化适应伴随着个体的自我调整和学习,涉及个体显性行为 and 隐性特征的改变。因此,跨文化适应性强的个体对新文化的接受性更强,面对文化差异能维持良好的身心健康状态,更快地融入当地工作或生活中。Friborg *et al.* (2010) 研究表明,心理韧性对人们适应新的环境或角色,甚或其他变化有积极作用。那么,置身于跨文化背景下工作和生活的外派员工如果拥有较强的心理韧性则能够乐观面对文化冲击造成的疏离感,快速调整自身。

Motti (2019) 进一步提出了心理韧性发展框架,该理论认为个体在每个发展阶段都有不同的发展任务(如学习、社交等),外界根据个体对发展任务积极适应的表现来评价其未来可能取得的成就。外派工作作为一种阶段性发展任务,中国的跨国企业雇员大多数情况下会将其视为获得报酬和事业发展的机会 (Shen & Jiang, 2015)。心理韧性强的员工更可能以积极心态适应外部文化,促进个体文化适应的发展。Masten *et al.* (2014) 研究显示,心理韧性的促进因素,比如资源、社会和人力资本在促进心理健康发展方面均起到重要作用而且心理健康发展对于文化适应方式中的融合、同化类型有积极影响,有助于提高个体的跨文化抗压能力。依据心理韧性发展框架对积极适应的分析 (Motti, 2019),以积极心理韧性应对文化差异对跨文化适应有抑制调节的影响。通过与文化疏离的互动,心理韧性可以减轻外派员工文化疏离感对跨文化适应的影响。因此本研究提出假设:

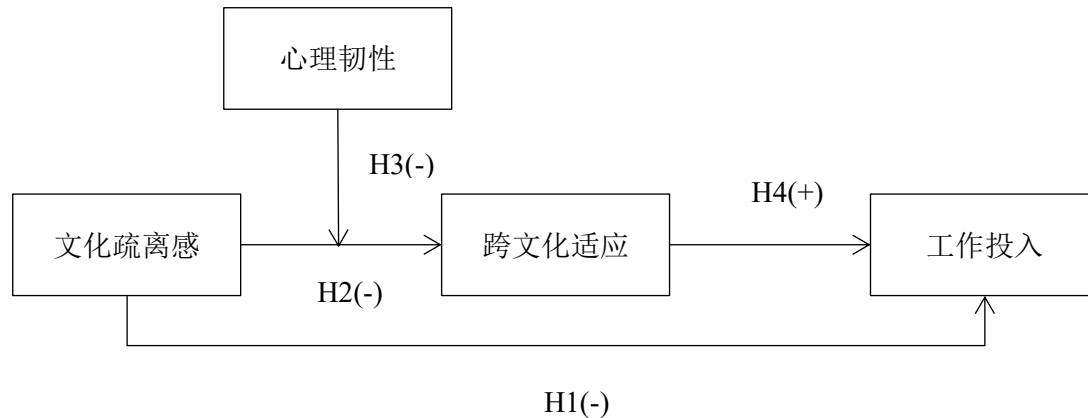
H3: 心理韧性负向调节了文化疏离与跨文化适应之间的关系,即心理韧性越高文化疏离感对跨文化适应的影响就越小。

2.4 跨文化适应与工作投入

Black (1991) 等学者借助前人的跨文化适应成果,指出外派员工在跨文化适应方面,可以分为三个维度,第一层面是工作适应,其次是一般适应,第三个层面是交互适应。对于外派员工来说,工作适应就是指他们的心理适应,要在心理上适应海外一系列的工作,做好一系列的任务,而与此同时,一般适应主要是针对生活和文化来说的,考察的是员工是否能融入到当地的生活和文化之中,而交互适应就是指外派员工要和当地人开展交互活动。当外派人员没有在上司理想的期限内及时完成任务时,领导和员工之间便会因歧义或者误会发生冲突。例如当中国上司有一个重要的任务要布置给外派员工,却比较含蓄地表达:"你有空的话帮我做一下。"一个辩证思维能力较弱的人可能便会自然地以为上司没有特别强调任务的重要性,也没有规定一个具体的完成时间。外派人员会将冲突的起因归咎于上司的要求不明确,因而对上司以后布置的任务渐渐失去动力,导致工作投入度降低。Shaffer *et al.* (2003) 对于工作投入和跨文化适应进行了更深入的研究,发现跨文化适应能力强的个体在工作中更擅长整合当地现有资源,同时投入的热情和精力也更多,从而产生较高的工作绩效。认为能够较好适应跨文化生活与工作的外派员工,在诸如时间、能力、心理资本等资源的利用上更加有效率,从而在工作中表现出较高的绩效 (Shaffer *et al.*, 2003)。Lee *et al.* (2014) 对 287 位在华跨国公司工作的外派人员的调查结果显示,外派人员的跨文化适应对外派员工绩效、工作投入、创新工作行为、知识转移等组织层面和个人层面的绩效表现有正向的影响作用。Kraimer and Waynes (2004) 对 213 名外派工作人员进行研究,发现他们的跨文化适应、互动适应和领导评价的任务绩效、工作投入程度有正相关关系。因此本文提出假设:

H4: 跨文化适应对外派员工的工作投入有显著正向影响。

综上, 本研究提出一个被调节的中介模型, 如图一所示。



图一 研究假设模型
资料来源: 本研究整理

3.研究方法

3.1 样本及数据收集

本研究重点是探讨外派员工出国后感受到国外工作环境与回国内面临的一种母文化冲击和疏离感对其工作投入的影响。作为考察对象, 刘洪涛(2011)根据对研究对象的考证, 以及以往外派员工的统计分析, 山东省积极贯彻落实“走出去”方针, 推动大企业发挥其资金、技术和人才等方面的优势, 到国际市场承揽大的工程项目, 同时积极打造山东外派劳务品牌, 对外承包劳务业务截至 2010 年底, 山东省外派各类劳务人员 41.77 万人次。陈国明(2010)提出外派人员具备较高学历以及素质, 有双文化背景等特点。根据《2019 山东省对外承包劳务业务年度报告》显示山东跨国企业持续增长, 对外劳务输出每年呈较高趋势增加年度新签额增长 88.4%、完成营业额 31.6%、外派劳务人员 9.4%, 各项指标居全国前列。也就为本文提供了一定的必要性以及趋势的方向。本研究的母体为山东地区跨国公司, 选取海尔集团、魏桥集团、潍柴集团、万华集团、济宁如意、兖矿集团、海信、青岛城投、青建集团等不同行业。选择调研对象应该满足以下几个条件: 选择调研的中资外向型企业为山东的大型跨国企业或者在境外有合作项目的大型企业, 相比于省外的大型企业, 首先, 山东的许多企业笔者前期有过许多的合作机会, 笔者对于山东人的生活习惯以及其他方面相对了解, 同时对于这些企业了解程度要比省外的其他企业高, 毕竟前期有过合作的机会, 从调研成本方面来说, 成本相对较低, 使得调研成本控制在可控的范围内; 山东省的许多大型企业参与到了对外合作发展的浪潮中, 然而外派适应和企业绩效低下的状况频发, 正好符合本研究的目的; 为了满足以上几点要求, 本文拟选取外派适应不佳和外派绩效低下具有代表性的山东大型企业项目外派作为实证案例进行调研。

本研究基于对于选择量表的分析与整理, 确定了包含 52 个问项的点差问卷 Gay (2019) 指出样本量取决于研究的类型, 而对于相关性研究, 为了保证变量之间相关关系的真实性, 样本量应大于 30 人。Kotrlík (2001) 认为为了保证回归分析的有效性, 样本的量与问卷题项个数相比应大 5:1, 最好能够达到 10:1。张国友(2003)指出的样本推导的公式里, 置信区间为 95% 时候, 误差会低于 5%, 样本母体最大值时候, 其中有效的数量应该达到 384 份。样本数量超过本文中有 62 个题项, 发放了 498 份问卷, 是题项的 6 倍以上大于 5, 其中 400 份为有效问卷, 大于了 384 份, 能保证研究回归分析的有效性。为了保证丰富的样本容量, 本研究调查采

用实地发放问卷与发放网络电子问卷收集数据。采用多个问卷平台以及相关的群资源同时发放问卷，变量的测量采用 Likert 五点点评法。

本文采纳的抽样方式为非概率抽样的方便抽样，根据自己的方式来选择样本，就近取材(吴忠民, 2003)。研究考虑实际，从总样本中找到最方便适合自己的样本进行研究(谢志强, 2003)。这样抽样的成本就会降低，而且更加方便，同样可以达到理想效果。而本文选取的是两个国内的海归创业群，该群体有几个特点。

(1) 群成员的年龄分布很广，虽然群里的成员大多是大于 25 岁的，但是又包含了 30 岁 40 岁 50 岁甚至 60 岁的人员。

(2) 群成员的职业分布也是各有不同，该群体是由一些跨国企业组织成立起来，对成员的要求只是外派员工，并不会限制他们的职业，以及能力等，所以本文的样本的职业也是非常广泛，减少了一定的局限性。

(3) 群成员的职位与资历也是分布也是非常广泛，不仅样本有不同的职业年龄，以及地区，他们的职位也各有不同，所处部门也都各有特色，所以能更加为本文的样本增添广泛性。

(4) 群成员出国的时间各有不同，对于外派人员来说，他们出国时间的长短或许对本文的研究很有影响，毕竟刚回国的人很可能不如出国时间较长的人的适应程度，所以样本的出国时间各不相同，也增加了广泛性

因此本文择取了众多国内外学者的观念，选择了方便抽样，从本人认识的一些外派群体，以及精英群体，包括跨国企业外派群体中进行抽样，虽然方便抽样有一定的局限性，但是从以上特点不难看出，已经非常增强了样本的说服力与采集的可靠性。

为了保证丰富的样本容量，本研究调查采用实地发放问卷与发放网络电子问卷收集数据。信息社会，人们日常工作逐渐走向无纸化，网盘、即时交流工具(如 QQ、MSN、微信)、邮箱等技术手段让人体会到即时沟通的方便快捷和乐趣。随着技术的发展，电子版问卷系统逐渐成熟，人们不再拘泥于纸质调查的形式，开始转向基于网络的电子问卷，更加方便地实现自动统计分析和评价。“问卷星”是一个专业的在线问卷调查平台，专注于为用户提供功能强大、人性化的在线设计问卷、采集数据系列服务，是掌握实际情况、收集信息的有效手段，(靳亚南, 2015)。与传统调查方式和其它调查网站或调查系统相比，问卷星具有快捷、易用、低成本的明显优势，已经被大量企业和个人广泛使用，因此本研究的调查问卷通过实地发放与“问卷星”平台收集。

本研究调研采取如下方法：分别为打印版问卷、电子问卷。(1) 对于打印版问卷的发放，采用现场简单随机抽样的发放方式，问卷填写完毕后，研究人员当场回收。(2) 由于考虑企业员工工作安排的原因，对于一些工作安排紧张或在外出差的员工较难实施纸质问卷的调查，主要采用电子问卷方式，通过“问卷星”平台发放与收集。

3.2 测量工具

(1) 文化疏离感：在一个人进入到陌生的环境时由于环境与母文化存在差异就会使人产生距离感。所谓文化疏离感是指由于某个特定群体(种族，民族，文化群体，户口状况等)的成员身份而使个人受到不同或不公平的对待(刘霞, 2011)。Lazarus *et al.* (1984) 中的疏离感是弱势群体成员承受压力的重要来源，对这一危险信息的认识使个人处于压力状态，最终导致抑郁和焦虑，从而导致一系列压力反应。习惯性无助的理论使个人相信，与疏远相关的许多负面生活事件很大程度上取决于他们的弱点和不足，而不是他们的能力和努力。本文参考 Seeman (1983) 对文化疏离的研究，将文化疏离定义为从一种文化环境向另一种文化环境的融入过程中发生不良的心理反应和精神障碍

使用的量表为 Seeman (1983) 开发检验的五维度量表，该量表研究时间比较早，贴近实际且较为全面，五个维度包括：无助，无意义，无规范，社会隔离，自我分离。

(2) 跨文化适应: 本文通过参考 Redfield *et al.* (1936) 对跨文化适应的定义和 Oberg (1960) 和 Kim (1980) 对于心跨文化适应定义的归纳与整理, 本文将跨文化适应定义为: 跨文化适应是一个不断对新文化和新环境进行适应的过程, 在此过程中, 外派个体会不断进行自我调适, 逐步适应跨文化环境下的新生活和新工作

本文应用了 Black (1991) 在纵贯研究中的量表, 该量表在其他学者的研究中应用较多, 并具有良好的信度和效度, 衡量内容贴近实际且范围较为广泛, 适用于本研究的使用。

(3) 工作投入: 通过对 Lawler and Hall (1970) 与安晓静等 (2009) 研究的分析与梳理, 本文将工作投入界定为: 工作投入旨在心理上表现为员工对自己所从事的工作认可程度, 认可程度越高, 对自身工作重要性的认知也就越高

本文对工作投入的测量采用的是 Kanh (1990) 开发的三维度量表, 此量表从生理、认知、情感三个方面进行研究, 比较符合本文的研究。

(4) 心理韧性: 本文参考 Luthans *et al.* (2007) 对心理韧性的研究, 将心理韧性认为是帮助个体抵御外界的压力, 积极适应新的环境, 并保持正常的工作和生活机能, 针对外派员工这一特殊研究对象, 心理韧性是个体在挫折中能够进行快速自我恢复的一种能力。

本文应用的是 Wagnild and Young (1993) 开发的心理韧性量表, 此量表在国内外得到了广泛的应用。

在本文研究框架及假设的基础上, 问卷设计涵盖了五个部分的内容。第一至第四部分分别关于文化疏离感、心理韧性、跨文化适应、工作投入的分量表。第五部分参考 Guerrero *et al.* (2016) 的研究结果, 设置本文的控制变量, 包括了填写问卷人员的年龄、性别、职位、学历、工作年限等基本信息, 国内的组织企业大多运用科层体制进行管理, 规定薪资按职位高低、年资深浅给付, 升迁根据工作年限与工作绩效决定, 而大多数企业认为学历是员工能力的一种辨别尺度, 故在员工招聘时较为注重应聘人员的学历高低; 因此本文将这些信息作为控制变量。变量的测量采用 Likert 五点点评法。

3.3 预期资料分析方法

(1) 样本描述性统计分析:

本研究将通过使用专业的定量分析软件对问卷的人口统计信息进行描述性统计分析, 确定不同年龄阶段、性别、不同职位、不同学历以及不同工作年限的人数占比。

(2) 信效度分析:

本研究将采用 Cronbach's α 系数来衡量变量量表的一致性。通常如果信度大于 0.75 则表示该量表信度较好, 可以使用, 如果 α 系数较低, 则需要对此量表进行修订。

效度是确认研究所选择的量表是否可以衡量变量的指标, 分为内容效度与结构效度。本研究使用的量表已被国内外学者大量使用, 内容效度较好。结构效度将采用因子分析的方法衡量, 决定量表中有多少潜在的因素, 确定哪一题项属于哪一因素。本研究将采用 AMOS 统计软件对本研究的各个变量的结构效度进行检验。

(3) 变量间的相关性分析

相关性分析是变量之间相关关系的统计研究方法, 是判别各个变量之间关系是否显著相关的标准, 本研究将使用 SPSS 统计软件, 通过 Person 系数来检验包含控制变量在内的各个变量之间的相关性。

(4) 回归分析

本研究将使用 SPSS 统计软件检验变量之间的回归关系, 检验各变量之间的回归关系, 例如, 我们探讨同事个性化契约感知的四个维度对员工心理契约违背的影响, 并将员工的年龄、性别、职位、学历、工作年限作为控制变量加入到回归方程中, 在加入同事个性化契约的四个维度后, 检验回归模型统计表中的回归方程解释变异量是否有大幅度的增加, 以此来检验假设

是否成立。

4. 预期贡献

4.1 预期结果

在问卷回收之后，本研究会对收集的问卷进行检察，剔除其中的无效问卷，防止干扰后期研究数据。将剩余的有效问卷数据进行编码编辑，创建 Excel 建立档案，以便于后期的数据分析。

根据以往文献研究可知，众多国外学者倾向于采用位于发达国家发起的跨国外派工作案例作为研究样本，对于由此得出的研究结论适用于位于发展中国家的跨国外派员工的外部效用信度存疑。为解决这一问题，重视发展中国家发起的跨国外派员工案例不可回避的文化整合阶段是基础。本文通过定量分析方法与定性分析方法，解释研究了文化疏离感、跨文化适应对工作投入以心理韧性研究的变量模型。我国跨国企业在外派员工时面对民族文化差异时可采取的有效性措施，希望这项研究能够为我国更多的企业提供参考和借鉴。梳理以往外派员工案例资料可知，外派员工离职的原因主要在于跨文化适应阶段。由于文化疏离感与外派员工文化适应的不足的民族文化差异造成组织间双方成员互不理解而造成社会冲突局面，极大的影响跨国企业外派任务的执行，从而导致跨国企业绩效较差。此时外派员工的心理韧性显得尤为重要，有效的自我调节行为不仅能改变外派员工对外派国家的刻板印象，而且可以加强外派员工与当地员工双方成员之间的知识渗透，提高沟通频率以形成组织成员间的社会网络。从而外派员工可以进行知识分享与当地员工进行技术交流，极大提高工作投入程度，以达到跨国企业实现效率最大化的战略目标。

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A Comparative Study of Chinese Shop Names in Traditional and New Chinese Communities in Thailand

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Abstract

This paper conducted a field survey of the Chinese shop names in the Chinatown area which represents the traditional Chinese community in Bangkok of Thailand and the Huai Kwang district which represents the new Chinese community in Bangkok. A total of 505 valid samples in Chinatown district and 136 valid samples in Huai Kwang district were obtained. Descriptive statistical analysis and comparative analysis of these samples were carried out from the perspectives of linguistics and sociolinguistics. First, it analyzed the characteristics of the Chinese language usage of the store names in the two districts above from various perspectives such as phonetics, vocabulary, grammar and rhetoric. Next some examples of the structure types and quantity distribution of Chinese naming elements were given. The study found that there were obvious differences in language usage and naming structure between Chinatown and Huai Kwang district. The Chinese language used in Chinatown shows strong characteristics of traditional Chinese culture while it shows the features of diversification, modernization and simplified Chinese in Huai Kwang district. These characteristics reflect the changes in both social and commercial culture of overseas Chinese communities.

Key words: Thailand, China Town, Overseas Chinese communities, Shop names, Chinese language

泰国传统与新兴华人社区华语店名对比研究

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摘要

本文对泰国曼谷传统华人社区代表唐人街地区和曼谷新兴华人社区代表辉煌街区的华语店名进行了实地调查，共获得唐人街区有效样本 505 个，辉煌街区有效样本 136 个。通过语言学和社会语言学角度对这些华语店名样本进行了描述性统计分析和对比分析。首先从语音、词汇、语法和修辞等各个角度分析两地店名中华语使用特点；然后分别举例说明了华语招牌命名要素结构类型及数量分布。研究发现唐人街区和辉煌街区在语言使用和命名结构上都有明显的区别，唐人街区华语使用表现出浓厚的传统中华文化特色；辉煌街区华语招牌则展示了华语用词多样化、现代化和简体化特征，反映了海外华人社会商业文化变迁。

关键词: 泰国；唐人街；海外华人社区；店名；华语

1.引言

中国传统民俗心理中凡事讲究一个好彩头，商业经营者对店名尤为重视，取个好名字以期生意能越做越红火，这赋予店铺名丰富的文化寓意。商铺名称作为一种“社会用语”，其命名方式也是与时俱进的，也折射出社会文明的发展进步。随着当前社会经济文化的发展，店名的研究已成为社会语言学研究的重要课题之一，它是我们了解一个城市或地区语言使用情况及社会文化状况的有利工具。以往的学者对华语店名的分析基本上都是从中国国情出发，既有从整体上对店名文化或结构作出诠释（陈建民，1989），也有对中国本土某地区的店名进行调研（孟昭泉等人，1999；郑梦娟，2006；肖广，2013；焦杰，2014；吴敏娇，2015；王静颖，2020），然而鲜有专家学者对海外地区的华语店名语言特征及其变异进行专门的调查研究。海外华语研究是我们大华语研究的重要组成部分，通过对海外华语店名的研究不但有助于我们了解华语在世界各地使用特点与发展变异，也可以更好地了解当地华人社会独特的文化特征，因此对海外华语店名展开调研十分必要。泰国是我国的近邻友邦，是海外华人最多的国家之一，也是近年来深受国人欢迎的周边旅游国家目的地。中泰友好大关系下泰国旅游业的繁荣也极大带动泰国旅游相关产品及服务行业的发展，并在泰国出现了新兴华人聚集地及华人商铺林立街区。那么泰国华人店名中华语使用情况如何？这些新兴华人聚集区与泰国传统华人社区相比华语店名命名方式与结构又有哪些共性与特色？本文正是立足泰国，选取泰国曼谷唐人街作为泰国传统华人社区代表，选取曼谷辉煌街作为新兴华人聚集地代表，对两地的华语店名开展调查研究。

2.店名相关研究概述

店名常制成匾额挂在门楣或门前等显眼位置，这便是商业招牌，我国商业招牌历史悠久，最早雏形可追溯到先秦时期，在唐宋资本主义萌芽时期快速发展，都市商店几乎每家都有自己的招牌名称，商铺字号多取自姓氏或街坊名字，在宋代张择端的《清明上河图》画卷上可以看到这类商业招牌的真实写照。明清时期，招牌注重儒家“以义取利”的思想，赋予招牌文字以特定内涵，在招牌的含意上多选用吉祥如意为主题。

我国当代学者曾在不同历史时期对国内店名结构特征、用语特点及命名中存在的问题进行过不同角度的解读或调研。陈建民（1989）把中国一般商业招牌的基本结构分为五大项：所有制性质、大地区、所在地段、商店字号及经营种类（商业标记）。刘宁生（1991）也归纳出一般招牌的基本结构，即：所有制性质、所在城市（大地名）、区别性特征、经营的项目和门类及商业性标记。孟昭泉等人（1999）对郑州市六县（市）店名及典型店名的文化内涵进行了调查研究。调查结果显示当时郑州地区的店名富含文化特征，店名构成类型多样且受经营种类影响较大。这几位学者的研究具有鲜明的时代特征，部分内容与研究成果与当今社会经济结构现状已有所脱节。郑梦娟（2006）选取了国内东西南北中各一座城市商业繁华地区中有代表性街道的店名进行了穷尽式调查，发现了当时我国商铺店名的两个重要特点：命名要素的倚变和缺失和命名方法既趋同又创新。胡云晚等人（2013）对岳阳市主要商业街道店铺招牌用语进行调查，则发现该地店铺招牌中招牌不规范性和随意性，并对此作出建议，希望店铺名称可以简洁化、个性化、规范化、商品透明化。焦杰（2014）以龙江县商店招牌为例展开田野调查，分析招牌较为固定形式及店名语音、词汇、语用策略，探讨了影响取名的因素及规范化建议。吴敏娇（2015）对杭州市三条街道的商店招牌进行了实地调查，调查发现当地商店命名方式由单一向多元化发展，招牌用语多姿多彩、独具匠心，然而繁体风卷土重来，泛滥成灾。孔悠静（2017）基于场所符号学理论和SPEAKING交际模型以商铺招牌名为例对河南开封与郑州语言景观进行对比研究，发现这两地的招牌名音节数主要集中于二至五音节且都有使用修辞手法，店铺名中开始使用双语。王静颖（2020）以安徽舒城县的821个商店名称为研究主体，归纳店铺名的类型，并分析其隐含的社会心理和文化特质。

以往学者对泰国华人社区、华语的研究多集中在华侨华人在泰国发展及华文教育方面，近

几年始有学者从语言景观角度出发对泰国华文使用及其变异情况进行过调研。祝晓宏（2018）对泰国曼谷几个华语景观比较集中的地区进行调查研究，总结了华语景观的语言类型和语言变异，对泰国店名和商店招牌华语运用简单提及但并未作出的专门调查与分析。

综上我国学者关于泰国店铺中华语店名华语使用情况的专门研究非常少，对当地华人传统店铺和新兴店铺命名对比研究更是处于空白。曼谷是泰国华人数量最多的城市，华人的分布也相对较为集中，有利于开展实地调查。由此本文以泰国曼谷华语招牌为例，从语言学和社会语言学角度分析泰国当地华人商铺店名中华语使用特点和命名结构方式，探讨泰国华人传统商铺与新兴商铺命名方式的异同以及海外华人社会商业文化的变迁。

3.研究方法

本次研究采用了田野调查法进行实地考察。运用手机拍照的方式搜集语料，然后将语料进行数据化处理，对数据进行了描述性统计分析对比分析。照片拍摄的时间为2020年10月和11月，拍摄对象为泰国曼谷传统华人社区代表唐人街地区和新型华人社区代表辉煌街区中的店铺名称。本次调查共搜集到641个有效样本，其中唐人街地区505个样本，辉煌街区136个样本。

对唐人街地区的调查主要集中在耀华力路和石龙军路主干道两侧店铺及其主要支巷内的华人店铺；对辉煌街区的调查主要集中在曼谷辉煌街包括辉煌街地铁口、辉煌主街道和几个主要分巷内的华人店铺。这里的“辉煌街”是指位于曼谷市辉煌区象神庙对面的八差拉班盆（PrachaRatBamphen），全长约700米。因其所在区域属于辉煌区，街口紧挨辉煌地铁辉站，所以在本地华人圈流行称之为“辉煌街”。近年来由于旅游业的推动，该街区出现多个代购店，吸引了众多国人到此采购泰国商品，因此该地也被国人成为“代购街”、“辉煌代购街”、“新唐人街”，成为新兴泰国华人社区。

4.泰国华语店名语言特点

店名作为一种应用语言，既具有语言的一般性质，又有区别于其它应用语言的特征，这些特征具体表现在店名的语音、词汇、语法及修辞等各个方面。

4.1语音特点

4.1.1音节长度

唐人街区和辉煌街区的店名音节数基本符合我们的认知规律，并呈现出整体分布比较均匀，相对分布集中的特点。唐人街区的平均店铺名与商铺命名“黄金格”原则更为接近。

从语音上来说一个悦耳响亮的名字朗朗上口，口耳相传中便于记忆，更容易建立起小范围的品牌效应。从音节上来说店名太长或太短都不利于记忆和传播。赵爱英（2006）曾提出店名的“黄金格”原则，认为最佳店名应选取3、4、5个音节。美国著名的心理学家George A. Miller（1956）经过研究发现，我们短时记忆的容量一般为 7 ± 2 个单元。对唐人街和辉煌街区店铺名音节数量统计后数据如表一所示。从表中可以看出两个区的商铺名音节数大都在总数20%以下，没有绝对优势的音节数，呈现出整体比较均匀，相对集中的特点。音节数在1-2个比较少，在3-5之间的数量占全部样本的37%，音节总数在3-7个之间合计占到所有样本的72.8%。经过两区之间的比较，唐人街区商铺名称中音节数量最多的是3个、5个，6个、7个，平均音节长度为5.5；辉煌街区商铺名称中音节数量最多的是4个、6个、7个，8个，平均音节长度为6.4。由数据可以看出泰国华人商铺的命名基本符合我们的认知规律，辉煌区的商铺名平均音节数比唐人街区的要多一个音节，唐人街店铺命名音节数与“黄金格”更为接近。

表一 泰国曼谷唐人街区和辉煌区华语店名音节使用数量统计表

音节个数	唐人街区		辉煌街区		两区合计	
	出现次数	该街区所占比例 (%)	出现次数	该街区所占比例 (%)	出现次数	在总数中所占比例 (%)
1	0	0	0	0	0	0
2	48	9.5	3	2.2	51	8.0
3	86	17.0	8	5.9	94	14.7
4	46	9.1	24	17.6	70	10.9
5	56	11.1	17	12.5	73	11.4
6	87	17.2	28	20.6	115	17.9
7	94	18.6	21	15.4	115	17.9
8	42	8.3	16	11.8	58	9.1
9	26	5.2	8	5.9	34	5.3
9个以上	20	4.0	11	8.1	31	4.8
合计	505	100	136	100	641	100

4.1.2 店名中的叠音

在唐人街和辉煌街区都有发现店名叠音的现象，但整体比率都不大，辉煌街区商铺名叠音出现比率比唐人街区略高；因叠音造成了一些商铺的重名现象。

叠音是由音节重叠而成，语音实验的成果告诉我们，相同音节的重叠能使音韵产生和谐、婉转、悠扬之美感（王金禾，2008）。由于是相同的声母、韵母和声调的复现，所以叠音具有简化词语音节结构、使发音变得较为简单的作用。一部分店铺偏爱使用叠音的方式命名店铺，这在唐人街和辉煌街区都有发现店名叠音的现象，整体比率都不大，在唐人街区店名叠音率仅有2%左右，辉煌街区商铺名叠音出现比率比唐人街区略高，其叠音比率为6.6%左右。店铺名运用叠音虽然简单好记，便于消费者记忆与识别，但也比较容易形成重名。例如唐人街的商铺中名字中带有“兴兴”的便有四家，辉煌街区也有两个“晶晶”和两个“珠珠”。

4.2. 用词特点

4.2.1 店名要素中常用词

唐人街区和辉煌区店铺在命名词汇选择中所在地名相似度高，在通名、业名和属名用词中变现出截然不同的选词习惯。老唐人街的选词多为我国传统商铺命名中常用词，富有年代感，而辉煌街区选词更为注重现代化和时尚感。

郑梦娟（2006）将商铺名的命名要素分为：所在地名（行政区域归属）、通名（商业单位通称）、业名（限定通名，进一步标明行业特征或者经营特点、范围）、属名（标明商店所属或区别性特征）。泰国华人商铺命名中四个命名要素中主要用字和用词（两区合计使用频率在5个以上）在唐人街区和辉煌街区既有相同地方，又有明显区别。具体统计数据如表二所示。从表三中可以看出两个区的商铺命名中命名要素均不完整，在所在地名中主要用词都是泰国和曼谷开头，标明泰华企业/商铺的身份。在通名中唐人街区店铺选用公司、行、记、业、堂最多，这其中“记、业、堂”老字号用字在曼谷街区为“0”存在，辉煌街区趋向于选用公司、店、厅作为业名，相对比较贴近现代生活。从业名选词中可以看到两地行业分布的区别。唐人街区以金饰珠宝、医药保险、五金机械等行业用词最多，而辉煌街区用词偏向于餐饮、物流、泰国产品专卖等行业。在同一行业选词中也是差异很大，餐馆在唐人街区常用词为酒楼、

酒家、小食；而在辉煌街区多称为餐厅、小吃。唐人街区店铺名中多次出现“鱼翅”字样，但现代人们的环保意识增强，对鲸鱼保护意识加强，所以在辉煌区店铺中没有再出现该字样，而深受现在年轻人喜欢的火锅、烧烤等词汇出现较多。随着旅游业兴起来的泰国特产大卖，在辉煌街区出现了乳胶枕头专卖、代购等新兴行业，其相关用词在唐人街区相对稀少。

表二 泰国曼谷唐人街区和辉煌街区店名命名要素主要用词数量统计表

命名要素	命名主要字词	唐人街/次数	辉煌街/次数	两街区合计	总计
所在地名	泰国、泰、暹罗	8	21	29	53
	曼谷、泰京	8	5	13	
	中国/、中华	4	2	6	
	潮州、/潮汕	3	2	5	
	公司	198	10	208	
通名	行	97	1	98	418
	店	8	19	27	
	记	21	0	21	
	业	14	0	14	
	厅	1	11	12	
	堂	11	0	11	
	馆	2	5	7	
	楼	5	2	7	
	中心	3	4	7	
	家	6	0	6	
	火锅	0	14	14	
	海鲜	3	3	6	
	鱼翅	10	0	10	
餐饮	小吃	0	10	10	
	烧烤	0	8	8	
	药	34	1	35	
	燕窝	9	7	16	
医药	参茸	7	0	7	
	物流	1	10	11	
业名	快递	0	1	1	199
	金	32	1	33	
金饰	珠	9	2	11	
	璇	7	0	7	
五金	五金	8	0	8	
贸易	贸易	7	4	11	
百货	乳胶	0	6	6	
旅行	旅	4	1	5	
属名（仅做主要类型统计）	姓名	125	14	139	249
	代称	4	3	7	
	地名/场所	70	23	93	

4.2.2 吉祥字

在泰国华语商铺店名中，广泛使用吉祥字，特别是在唐人街区，部分吉祥字都是店名中的高频词；辉煌街区店名中这些吉祥字的使用频率相对较低。

清朝文人朱彭寿收集了一些有名的店铺字号精心琢磨，把常用的的56字编成一首七律《字号诗》。“顺裕兴隆瑞永昌，元亨万利复丰祥。泰和茂盛同乾德，谦吉公仁协鼎光。聚益中通全信义，久恒大美庆安康。新春正合生成广，润发洪源厚福长。”这首诗流传商界，在国内传统名店中都可以找到这些吉祥字。在泰国华语商铺店名中，对这些吉祥字的运用主要有泰、合、兴、发、成、大、盛、利、源、和、隆、丰、昌、美、永、新、裕、广。高频吉祥字（两区合计出现次数在10以上）具体统计数据如表三所示。从表中也可以看出唐人街作为老华人社区店名中传统吉祥字使用频率非常高，而辉煌街区对吉祥字的使用集中在泰、发、美三个，其他吉祥字很少出现，在店名用字选择上更为广泛和现代化。

表三 泰国曼谷唐人街区和辉煌街区店名中高频吉祥字使用统计表

吉祥字	唐人街区	辉煌街区	两区合计	
	出现次数	出现次数	出现次数	在统计吉祥字总数中所占比例 (%)
泰	68	52	120	14.7
合	114	1	115	14.1
兴	96	1	97	11.9
发	53	18	71	8.7
成	61	1	62	7.6
大	50	0	50	6.1
盛	41	0	41	5.0
利	37	1	38	4.7
源	35	1	36	4.5
和	32	0	32	4.0
隆	29	2	31	3.8
丰	23	0	23	2.8
昌	23	0	23	2.8
美	6	12	18	2.2
永	16	1	17	2.1
新	13	1	14	1.7
裕	13	0	13	1.6
广	12	2	14	1.7

4.2.3 文字繁、简问题

泰国华语店名中既有繁体、也有简体，整体繁体使用高于简体，简体使用比率在逐渐增加，展示出当地华人华语使用现代化趋向。在唐人街区店名繁体的使用比率高于简体；在辉煌街区的店名中简体使用大于繁体。两区都存在繁体使用不规范现象。

根据《中华人民共和国国家通用语言文字法》规定，“在我国招牌、广告用字用以国家通用语言文字为基本的用语”，题词和招牌的手书字“可以保留或使用繁体字、异体字”。根据本次调查结果（统计数据见表四），从表四中可以出整体上泰国华语店名繁体字体使用占多数且以手写体为主，“繁体印刷体”这样不规范的使用也有 6.6% 的比率，在辉煌街区繁体不规范店名使用比例反而更高，人们语言使用规范意识仍需加强。经过两区店名对比，在唐人街区店名中繁体字的使用在该地占比高达 93.5%，而在辉煌街区简体使用率为 82.4%，远远超过繁体使用比率。在一些习惯上使用繁体的传统华人店铺中也慢慢出现了简体的广告牌，出现字体繁简共存的现象。简体的使用一方面是当地华人为了吸引中国游客的经济考量，另一方面也展示出泰国华人语言观日趋现代化。

表四 泰国曼谷唐人街区和辉煌街区店名繁简体使用统计表

字体种类	唐人街区		辉煌街区		两区合计	
	出现次数	该街区所占比例 (%)	出现次数	该街区所占比例 (%)	出现次数	在店名总数中所占比例 (%)

简体手写体	16	3.2	30	22.1	46	7.2
简体印刷体	17	3.3	82	60.3	99	15.4
繁体手写体	447	88.5	7	5.1	454	70.8
繁体印刷体	25	5.0	17	12.5	42	6.6

5. 语法及修辞特点

华语与当地通用语泰语的语言接触中产生了一定的变异，这些变异和修辞的运用令当地的华语店名呈现出别样风情。

5.1 “泰”字新用

“泰”字是店名中出现的高频词，据本次调查统计，在唐人街区 505 个店名中“泰”字出现 68 次，在辉煌街区 136 店名中“泰”字出现 52 次。在店名中“泰”字使用有以下几种类型（见表五）。从表五中可以看出“泰”字在本地使用中出现了变异，一种是巧用谐音“太”，一种是作为地名单纯词。

表五 泰国曼谷唐人街区和辉煌街区店名中“泰”字使用类型统计

构词方式	词性	词意	搭配结构
复合词	名词	泰国	偏正短语做修饰语 举例：泰式、泰南
			偏正短语做中心语 举例：丽泰、美泰
单纯词	副词	通“太”	主谓短语做主语 举例：泰兴、泰隆
			述宾短语做宾语 举例：兴泰、通泰
			联合短语 举例：中泰、泰华
单纯词	名词	地名	偏正短语做修饰语 举例：泰好、泰饿了、泰美丽
			举例：素可泰

5.2 巧译泰语

在曼谷的华语店名中出现了一些华语与泰语在语言接触中产生新词汇和新用法。例如店铺名“水晶晶燕窝批发点”，“晶晶”运用叠字简单好记，从华语词语搭配来看“水”和“晶晶”并不符合语用搭配规则，但“水晶晶”其实它是对泰语中“真漂亮”的音译，店名一下就丰满活泼起来了。店名“芬迪泰国乳胶网红店”，“芬迪”一词在华语中也没有含义，但它其实是对泰语“好梦”的翻译，与之所销售的寝具产品相呼应，起到了对产品的广告宣传作用。同理另一家乳胶寝具店名“萨贝缔”是对泰语中“身体好”的音译，强调了销售产品的健康理念。还有的店铺直接命名“萨瓦迪”、“萨瓦迪卡”，是典型泰语问候语，相当于汉语的“你好”。这样的店铺命名显示出自身的泰国元素，同时也对中国游客展示出极大的热情，但命名效果到底好不好呢？通过对当地泰国人的谈问了解到，在本地人看来“萨瓦迪”、“萨瓦迪卡”做店名有几分怪异，不知店家在销售什么商品。试想如果国内商店直接以“你好”命名怕是国人也会感到摸不着头脑。“卡”是泰语中女性专用语气助词，通常用在句尾表示礼貌，男性也有专门的语气助词（Khrab），因此男性说“萨瓦迪卡”是不合时宜的。所以在这里建议华人店铺在命名时不能一味强调“泰式风情”或“泰国元素”，还应参考其原本词汇含义和语用规范，以免闹出笑话。

5.3 数字谐音

有店家偏爱以数字命名，选用的数字通常是吉祥用语谐音。例如在本次调查中发现店名“888”是与华语“发发发”谐音，店名“555”却是借用泰语发音与“发发发”谐音，借用数字谐音表达店主好运发达的美好意愿。

6. 泰国华语店名的结构特征

根据郑梦娟（2006）对商铺名的命名要素结构的分类，完整的店名应包括四个部分：所在

地名（行政区域归属）、通名（商业单位通称）、业名（限定通名，进一步标明行业特征或者经营特点、范围）、属名（标明商店所属或区别性特征）。命名要素太少不能有效表达信息，太多对于型号较小的招牌不能很好呈现文字效果，因此具体使用几个命名要素还要根据店铺实际情况而定。本次调查发现唐人街和辉煌街区华语招牌上的命名要素组合方式主要有以下几种：

6.1 店名中四个命名要素齐全

1. 地名 + 属名 + 业名 + 通名

- 例：潮州 + 真红 + 龙虾 + 馆（唐人街区）
泰国 + 正好 + 旅运 + 有限公司（辉煌街区）

6.2 店名中含有三个命名要素

1. 地名 + 属名 + 业名

- 例：曼谷 + 新 + 香（唐人街区）
泰国 + 申通 + 快递（辉煌街区）

2. 地名 + 业名 + 通名

- 例：泰国 + 燕窝批发 + 中心（唐人街区）
辉煌 + 海鲜 + 酒楼（辉煌街区）

3. 属名 + 业名 + 通名

- 例：李泰源 + 五金 + 两合公司（唐人街区）
丹丹 + 皮肤管理 + 中心（辉煌街区）

6.3 名字含有两个命名要素

1. 地名 + 业名

- 例：泰京 + 冷气（唐人街区）
曼谷 + 粥（辉煌街区）

2. 地名 + 属名

- 例：广肇 + 源发昌（唐人街区）

3. 属名 + 业名

- 例：奕泰 + 燕窝（唐人街区）
小象 + 批发（辉煌街区）

4. 业名 + 属名

- 例：火锅 + 英雄（辉煌街区）

5. 属名 + 通名

- 例：德生 + 堂（唐人街区）
一品 + 阁（辉煌街区）

6. 业名 + 通名

- 例：金 + 行（唐人街区）
翁秋 + 园（唐人街区）

6.4 名字含有一个命名要素

1. 属名

- 例：刘兴发（唐人街区）
天下商人（辉煌街区）

在唐人街和辉煌街区店名中，以不同命名要素组合方式进行命名具体数量分布如表六所示。从表中可以看出，整体上两个街区所有店名中具有三个命名要素的店名最多，其次是具有两个命名要素的店名，而只有单个命名要素或者命名四要素齐全的店名在数量上比较少。两区相比，

唐人街区店铺命名设计相对比较简单,有 20%左右的招牌/店名仅显示店主姓名或两到三个吉祥字,这样命名结构在辉煌街几乎难以看到,辉煌街区店名无论从店名结构还是文字的艺术设计都展示了更加精美和考究。

表六 泰国曼谷唐人街区和辉煌街区店名命名要素组合结构及数量统计

命名要素数	唐人街区		辉煌街区		两区合计	
	出现次数	该街区占比 (%)	出现次数	该街区占比 (%)	出现次数	在店名总数占比 (%)
1 个	130	25.7	7	5.1	137	21.4
2 个	159	31.5	48	35.3	207	32.3
3 个	199	39.4	68	50.0	267	41.6
4 个	17	3.4	13	9.6	30	4.7
合计	505	100	136	100	641	100

7. 结语

泰国曼谷华人社区中泰国华语招牌上的华语使用情况和店名的命名方式反映出本地华人社会生活与商业经营的一个层面,同时也是当地华人文化的重要组成部分。本次调查中发现传统华人社区的唐人街区和新兴华人社区辉煌街区命名用词和结构方式都有明显的区别,反映出泰国华人语言观念和社会经济的发展不断变化。华语与当地语言不断文化接触和交融过程必定会产生新的变异,有些变异带有创新文化特色,丰富了华语文化内涵。但笔者认为海外华人新移民在华语使用中应尽可能遵循汉字使用规范化原则,鼓励创新但不能随意人为创造变异;对当地词汇进行音译和意译时应正确理解对方词汇含义及文化使用习惯,以免造成语言使用中的文化差异笑话。

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Theoretical Frontier and Practical Innovation of Smart Chinese Learning

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Abstract

The wide application of emerging technologies such as big data and artificial intelligence has brought unprecedented vitality to educational forms. Smart education and smart learning have become the inevitable trend of educational reform and development in the information age. On the basis of smart learning smart Chinese learning conducts preliminary exploration and focus on the level of “Chinese”. This article analyzes and discusses the relevant theories of smart Chinese learning, explores the practical innovation of smart Chinese learning based on the in-depth expounding of cutting-edge theories, and explores the use of smart learning environments and platforms to guide Chinese learners to discover and develop their own wisdom. Cultivate self-wisdom and promote a new path for the development of Chinese learners' personality and collective wisdom. In turn, it will create a free, harmonious, open, and scientific ecosystem for international Chinese education, and coordinately promote the innovative development of smart Chinese learning.

Keywords: smart Chinese learning, theoretical frontier, practical innovation

智慧汉语学习的理论前沿与实践创新

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摘要

大数据、人工智能等新兴技术的广泛应用,使教育形态迸发出前所未有的活力,智慧教育、智慧学习成为信息时代教育变革发展的必然趋势。智慧汉语学习在智慧学习的基础上向“汉语”层面进行初探与聚焦。本文对智慧汉语学习的相关理论进行了分析和探讨,在深度阐述前沿理论的基础上探索智慧汉语学习的实践创新,探讨依托智慧学习环境、平台,引导汉语学习者发现自我智慧、发展自我智慧、培养自我智慧,促进汉语学习者的个人与集体智慧的共同发展,进而打造国际中文教育自由、和谐、开放、科学的生态系统,协同推进智慧汉语学习的创新发展。

关键词: 智慧汉语学习、理论前沿、实践创新

1. 引言

为扎实推进教育信息化 2.0 行动计划，积极发展“互联网+教育”，推动信息技术与教育教学的深度融合，支撑教育高质量发展，2021 年 3 月 16 日中国教育部印发了《高等学校数字校园建设规范（试行）》等相关文件。《规范》强调了要围绕立德树人的根本任务，对高等学校数字校园建设提出总体要求，明确指出国内各高校要结合自身业务需求，充分利用信息技术尤其是开发智能技术，以实现高等学校在信息化条件下育人方式的创新性探索、网络安全的体系化建设、信息资源的智能化联通、校园环境的数字化改造、用户信息素养的适应性发展以及核心业务的数字化转型。《中国教育现代化 2035》指出 2035 年教育信息化趋向智能化与人本化，智能化是指用智能技术取代以往传统技术并将其用于教学之中，从而通过智能技术重塑全新的教育活动空间。智慧教育，已经逐步成为教育信息化创新发展的引导者，推动了我国高等教育教学创新发展，这已成为信息时代教育变革发展的必然趋势。

智慧学习是智慧教育的适配学习方式。所谓智慧教育，是一种由国家、区域或学校提供的高学习体验、高内容适配性和高教学效率的教育行为（系统），它最大的优点是提供按需服务，也就是通过利用现代科学技术来为学生、教师和家长提供一系列差异化的支持，促进传统的“知识课堂”向现代的数字化、智能化、泛在化“智慧课堂”转变，尊重个体差异性，实现因材施教的教育原则。智慧学习则是在智慧教育所构建的技术融合型学习环境下，学生来接受教师的指导，通过教师高成效的教学方法使学生享受到适宜的个性化学习服务，产生美好和良性的发展体验，促进其能力的潜能开发，从而培养出具有正向积极的价值取向、行动力强、良好思维品质、并具备一定创造潜能的高质量人才。

智慧汉语学习是在智慧学习基础上向“汉语”层面的初探与聚焦，作为“互联网+”汉语学习的新形态，智慧汉语学习依托大数据分析、云计算及云端存储、泛在网络、物联网等现代信息技术，通过智能学习终端，实现人与设备、技术、资源的多维度互动，智慧汉语学习能创设自然语境，通过智能分析测评出学习者在汉语学习过程中的独立个体差异、个人学习兴趣和学习偏好，为学习者提供适合个体特征的学习支持。徐娟（2019）提出智慧教育与汉语国际教育的结合可以充分调动学习者学习汉语的积极性，让他们能够综合运用语言知识和技能，将各个感官统合起来，达到知行合一。因此，智慧汉语学习不仅可以缓解当下国际中文教育的教学困境，又符合当前教育变革的发展方向，还能满足学习者对于个性化、多元化、智慧化的发展需求，与当今教育背景下汉语知识传授去中心化的发展相一致。

2. 智慧汉语学习理论前沿

智慧学习是一种基于教育信息化、知识融合型与协作创新式的全新学习方法，是在教育信息化深入发展的过程中逐渐形成的新型教育理念与学习模式，对汉语学习者的智慧生成及核心素养的提升具有重要作用。当下联通主义、泛在学习、深度学习、云计算、智慧教育已经成为现代教育技术的研究动态与理论前沿。将上述理念融入进智慧汉语学习中，是颇具前瞻性的做法。

2.1 联通主义

联通主义是信息技术时代的“新生儿”，其学习理论阐述了信息技术时代下学生学习的过程，即知识是以不同形式、途径进行联通、重组和再造。信息网络通过一种超链接的形式将零碎化的知识点、信息点连成一种复杂精密的网状结构。学习者头脑中形成的知识网络，其各节点上的知识流通需要学习工具的指引；学习内容之间的联通，需要将其中内容进行情境化演绎，理解掌握后才会被赋予新的含义；学习过程中遇到的问题，不只是存储于个体头脑中，也可以将其发送至整个知识网络，各个节点都持有一小部分的问题，学习者与其他节点形成连通，促进学生学习共同体的形成与建立。在智慧汉语学习环境下，学习不再是个人的内化过程，而是更进一步强调知识的流动性、勾连性、适应性、情境性。汉语学习者通过点、线、面的联通，学

到比现有的知识体系更丰富、更重要的内容,构建成完整多维、协同互通、弹性有序的汉语学习共同体。

2.2 泛在学习理论

泛在学习是“现代信息技术不断发展的产物,是学习方式由数字化转到移动学习的、且在普适计算环境下未来使用的学习方式”。学生可以在任何地点、任何国家随时使用身边的科技工具来进行学习活动,不因外界环境的变化而影响学生的学习效果。泛在学习注重“以人为中心,以学习任务本身为焦点”,就智慧汉语的泛在学习来说,学生可随时登陆汉语学习平台,在线观看多媒体课件、视频、图片等资料,充分利用一切零散的时间积极主动地进行学习,以达到提高汉语水平的目的。综上可知,泛在学习具有持续性、直接性、可搜索性、交互性、及时性、情景性以及教学行为的真实场景性等优势,它为自发学习、终身学习奠定了坚实的基础。

2.3 深度学习

为了培养高素质创新型汉语学习人才,促进汉语学习者个体的全面发展及其创新能力的提高,基于信息技术支撑的智慧汉语学习理念及方式,需要注重开展深度学习。鼓励学习者进行探究式学习、自主学习以及合作学习,提升学习者组织管理、合作交流、解决问题的核心素养,培养学习者在跨文化交际中以国际视角看待问题的高阶思维。基于人工智能技术、VR、AR 等信息技术,推进信息技术与汉语学习深度融合。在课程设置上,可针对特定问题朝着问题导向的学习、项目式学习、情境式学习、STEAM 学习的方向制定课程,利用现代教育信息技术实现多元互动,让学生们参与到课程计划的共同策划中。此外,利用丰富的数字资源,确保学习者的自主式学习、合作式学习都是在有意义的学习活动中进行的,帮助学习者实现新旧知识的融合,不断完善和更新知识体系。

2.4 云计算

“云计算”技术可以为互联网用户提供包括计算、存储、软件应用等在内的各种服务,这些服务的实现需要依托于广域分布的分布式计算机资源。当前互联网的发展趋势之一体现为只要接入网络,用户端就可以获取强大的计算能力、存储能力以及海量的软件资源。“云计算辅助教学”指的是通过利用云计算技术提供的各种服务,授课教师对教学环境进行个性化、信息化、技术化的构建,以提高教学质量为最终目标将云计算技术应用于支持教师的教学活动和学生的学习活动。智慧汉语学习平台是利用云计算技术依托于智能开放架构理论建设的,学习者可以通过在平台的学习构建知识结构,随时随地利用云端语音、汉字、词汇、语法、篇章等海量数据资源进行汉语学习,掌握汉语基本知识与文化知识,并实现独立探究的学生自主学习、教学相长的师生交互学习、合作互助的生生协作学习,进而提高汉语学习者的学习效率。

2.5 智慧教育

智慧教育是教育信息化的新天地。智慧教育主张依托信息技术的发展,创建一种可以跨越时空的、具有一定智慧的学习环境,其目的在于促进学习者的智慧全面、协调、可持续发展,通过对学习环境及生活环境的选择、适应及塑造,最终达成对自己、他人、集体的有效助益。智慧教育以智慧学习为立本之源,运用智慧教学法,把学习者培养成具有高智能、广见识、强创造的人,利用信息技术智慧地参与各种学习实践活动并不断创造智能产品、产生价值,实现对学习环境、生活环境和工作环境的灵活适应、巧妙塑造和精准选择。智慧学习“以人为中心,以学习任务本身为焦点”的根本特征,可以帮助汉语学习者由“被动学习”向“主动学习”的转变,能够增强汉语学习者的自由选择度与协作学习能力,激发其学习的内部动机,使学习者汉语水平的日益精进。

3. 智慧汉语学习实践创新

智慧汉语学习主要以提高汉语学习者的汉语水平为最终目标,为学生的汉语学习打造立体式、全方位、多类型的语言训练,为学习智慧与创新能力提供了借鉴范式。同时根据学习者的

个性特征、文化背景、语言能力、学习习惯等方面为其提供个性化、针对性的教学资源。并且通过依托现代信息技术的智慧汉语学习平台系统，使学习者能够在跨时空的客观现实情况下，依然能够体验真实、自然的语言环境，有利于提高学生参与的积极性、满足感。

3.1 智慧汉语学习的优势创新

智慧汉语学习运用现代教育技术使学习者的学习不受时空限制，打造支持汉语终身学习的智慧学习平台与环境，以切实支持年轻一代、数字一代学习者多样性、差异化的学习，从而调动学习的积极性、挑战性、趣味性和创造性，提高学习自由度与团体协作的学习水平。智慧汉语学习平台（图 1 所示）主要包括：学习资源推荐系统、学习情景感知系统、学习互动讨论系统及学习评估预测系统四部分。

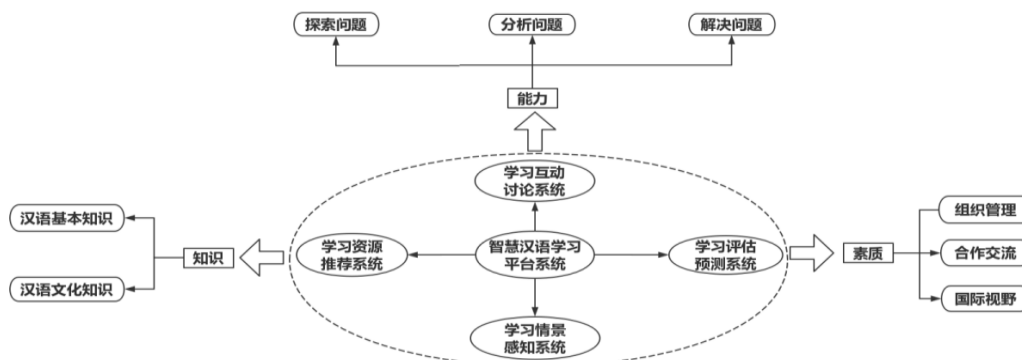


图 1 智慧汉语学习平台系统

1.学习资源推荐系统。通过使用人工智能技术对汉语学习者的学习兴趣、学习风格、学习偏好等进行大数据分析，能够更加客观、有效的评估学习者的知识框架，并通过获取到的有价值的信息，结合智慧学习策略，自动从网络资源库中选择出最适合的学习资源推送给学习者，有利于提高学习者的学习兴趣。

2.学习情境感知系统。通过多种现代技术手段，对学习者的进行视觉、触觉、知觉等多方面进行感官刺激，即运用多媒体课件、视频、音频、实操等手段，使学习者通过情境模拟、图片想象、手工操作、口头表述等方式达到情境感知的高效状态，使学习者在学习获知过程中，加深的情境体验与感知印象。

3.学习互动讨论系统。互动讨论是学生之间互相分享学习经验、开阔文化事业，师生之间沟通答疑、交流启发的最佳途径。通过汉语学习平台的在线互动，使生生、师生之间能够达到及时沟通、及时反馈、及时解惑的状态。通过社交平台的互动，如微信 app、邮箱等，观看学生的作业与问题，能够使教师更加简洁明了的了解学生对知识的掌握，及时调整教学策略，以达到延时有效的状态。

4.学习评估预测系统。学习评估即对学生的学习态度、学习过程、学习成果、学习测评等进行全方位评估，对学生表现进行多元综合评价，使其根据自身情况选择更加合适的学习方案，进行学习规划。

学生通过平台的学习构建知识结构，掌握汉语基本知识与文化知识；将学生习得的知识转化为自身探索问题、分析问题和解决问题的能力；最后将知识与能力内化为个人素质，包括组织管理、合作交流、国际视野等，最终达成知识→能力→素质达到闭环链接，帮助学习者实现知识、能力、素质的不断提升。

3.2 智慧汉语学习的实践应用

智慧汉语学习系统是在智慧汉语平台的基础上进一步推进实施，主要是对学习资源推荐系统、学习情境感知系统、学习互动讨论系统、学习评估预测系统作进一步阐释，对应引申到内容层、媒体层、活动层、评价层四个层面，细化智慧汉语学习的实践方式，如图 2 所示。本文就“云游齐鲁，好客中国”文化特色冬令营为例，系统阐释智慧汉语学习系统的实践应用。

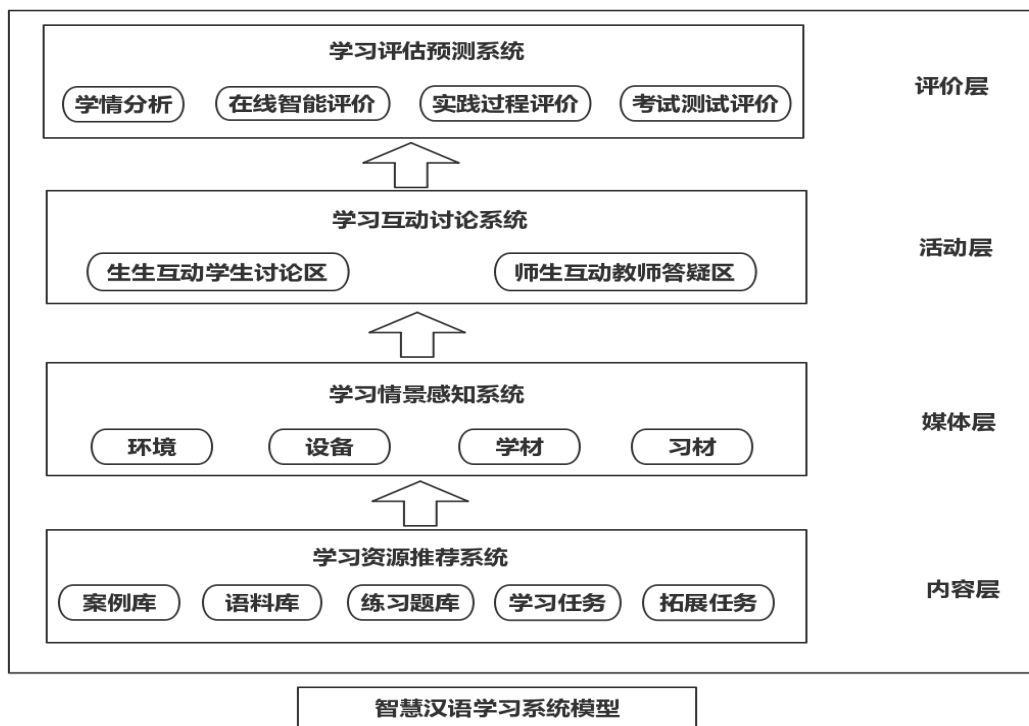


图 2 智慧汉语学习系统模型

3.2.1.整合数据分析，推荐学习资源。

学习资源推荐系统即为内容层，包括案例库、语料库、练习题库、学习任务、实践任务。网络化的汉语学习资源能够实时拓展教学内容，及时调整教学进度，实现动态、灵活、开放的汉语学习。在冬令营过程中，教师根据大数据分析选择学生感兴趣的教學点，进行学习资源准备，如选择非遗版块、生活汉语等实用性强、趣味性强的教学视频；同时在上课过程中，教师根据同学们的兴趣点，不断进行学习资源更新与选择，如讲到“春节”时选择《元日》、《过年谣》让同学们朗读并制作春节相关视频，很符合学生的学习兴趣。学习资源推荐系统能够帮助教学突破时空界限，如本次冬令营由埃及、蒙古、越南等国家的学生共同参与，实现真正的学习碎片化、实用化。注重帮助学习者解构汉语知识体系，将知识点、技能点重组到学习任务、拓展任务中，通过多元化的辅助学习资源，形成学习者自身的汉语知识结构。

3.3.2.多元智能手段，实现情境感知。

学习情境感知系统即为媒体层，基于智能化环境和设备，包括“习材”与“学材”，“学材”主要是用于知识的内化，可以通过视频、音频等形式呈现，“习材”用于知识的外化，通常包括任务集、习题集等。在选择教学资源时，如多媒体课件、课程视频、学习软件等，要涵盖图片、视频动画、音频音效等多种形式，使学生的感官得到多方面的刺激，形成更加形象化、系统化的情境感知。在冬令营的“生活汉语”板块中，讲到了中国人的自谦，教师不仅在课堂上举例说明了什么是自谦，并且在提前准备的教學视频中运用现实情境模拟的方式向同学们清晰地展示了“自谦”，获得了视觉、听觉刺激。在学习花饽饽、剪纸等非遗手藝时，学生需要亲自动手感受，有了视觉、触觉、嗅觉等方面的感知，加深了学生的情感认知体验，留下了深刻的印象。

3.3.3. 提供交流平台，推动互动交流。

学习互动讨论系统即为活动层，将智慧汉语学习系统划分为生生互动的学习讨论区和师生互动的教师答疑区两部分。生生互动有利于同学之间的知识共享，通过互相之间的交流互动，可以推动学生进行思维创新，头脑风暴，利用更多知识的掌握，开拓视野；师生互动可以对学生的学习进行答疑解惑，指引其汉语学习前进的方向。在冬令营中，不仅直播平台设有实时评论互动，还可以通过作业邮件、微信聊天等形式进行交流互动，既能做到生生间的经验共享，又可以对学生的作业邮件进行答疑和反馈。

3.3.4. 全面多元评价，验收学习成果。

学习评估预测系统即为评价层。在智慧教育环境里，教师需要通过全面跟踪学习者的学习过程进行学情分析，包括学习笔记、作业成果、线上互动参与度、交流贡献度等，将学生的学习过程进行立体化、直观性、可视化的展现。这种基于数据的评价客观准确，使学习者也可以有清晰的自我认知，对于自己的稍有缺欠的地方加以修补，制定自己个性化的学习方案；教师也可以精准地掌握每位学生的学习成长轨迹，及时发现学生学习过程中潜在的问题，从而进行有效干预，并作出教学决策。在冬令营活动结束时，共收到包括视频形式、文本形式、图片形式等作业成果 502 份，并对每份作业都进行了仔细批阅与反馈。同时，教师会根据同学们教学视频观看情况、课堂参与度、学生的体会感悟、成果展示等方面对学生进行多元评价，验收学生的学习成果，知晓同学们参与感、获得感的强弱。

汉语学习者通过智慧汉语学习系统的使用，能够获得大量的、有针对性的学习资源；此外，智慧学习系统可以带给汉语学习者真实的、有趣的情境感知，提升其学习兴趣及学习效果；另，运用学习平台与学习伙伴交流互动，可以巩固学习成果、解决学习困惑；最后汉语学习者可以获得多方面的评价，根据评价学习者会意识到自己的优势与不足，更加明晰汉语学习的前进方向。换个角度来说，汉语学习者在汉语学习过程中，应尽量选择适合自己的学习资源；选择多元智能的学习媒介，并多与教师、同学沟通交流，解决疑难杂症；此外要客观全面的看待自己的汉语学习过程，坚定学习信念、树立学习自信心。

4. 成果导向下智慧汉语学习评价

智慧汉语学习本着“以学习者为中心”的原则，以各种现代智能终端作为学习平台，采用泛在网络、物联网等现代信息技术，借助云计算、大数据处理等手段，满足学习者知识、能力、素质三方面多元化、个性化、智慧化的全面发展需求，培养具有高智能和创造力的跨文化人才。智慧汉语教学“以学定教”才能最大程度上满足对汉语学习者的培养要求，因此，智慧汉语学习的效果应该基于学习者产出的学习成果进行评价，让学习者产出的学习成果来判断教学是否有效、有益。

智慧汉语学习者的学习成果按照课前、课中、课后三个阶段，从知识、能力、素质三个维度进行展示。

智慧汉语学习者的课前预习成果主要包括了解本节课将要学习的语言和文化知识，提高利用学习资源探索问题并尝试分解学习板块的预习能力，培养与同学合作完成预习任务、规划学习安排的素质。因此，课前预习评价需要授课教师提前在授课平台发布课前任务单、学案等教学资源，待学生完成课程预习之后以让其做预习测试，利用学习评估预测系统收集数据并进行学情分析，考察学生预习情况并预判本课教学难点。此外，评估系统将随时监测并收集学生端的访问数据，将学习者教学视频观看情况、平台登录日志、学习资源利用情况、发回帖次数等平台数据作为课前预习评价的依据。如：在课前发布本节课的自学视频及预习自测题，于规定时间统计视频观看人数、观看时长以及自测题完成情况，通过学情分析系统分析学生预习过程中遇到的难点，结合后期教学评测学生预习是否有效。通过智慧汉语学习平台，教师通过对学生笔记、成果展示、线上交流频率、浏览记录等进行学情分析，将学习者预习过程立体化地呈现出来。

智慧汉语学习者的课中学习成果主要包括对本节课重点学习的语言和文化知识的掌握情况；在分析问题和解决问题的过程中使用本节课所学汉语知识的能力提升情况；以及在课上沟通互动时与同学、老师合作交流，在完成学习任务时合理进行组织管理等有关素质的培养情况。智慧汉语课堂针对课中学习成果需要进行内容全面的动评价，在此期间主要是学习评估预测系统中的在线智能评价和实践过程评价发挥作用，在这种智慧课堂系统自带的客观的数据分析之外，还要有授课老师的观察与评价、课中学生之间互相评价以及学习者自我反思评价等主观的评价做辅助。智慧汉语学习者的课中学习成果在以“课时”为单位的教学中主要体现为学生当堂发言与实时讨论等，在一段较长的教学过程中则主要体现为课后作业或者阶段性测试等。如：在“汉语桥”冬令营活动上课时，中文联盟平台在授课界面专设聊天区域，供学生之间生生互动讨论以及师生之间互动和教师答疑；课上同学们通过举手发起连麦申请，参与到课堂交流之中，其发言也被系统记录并收入数据总库进行分析。又如：在“汉语桥”冬令营活动期间，项目组共收集到学生作业反馈 502 份，营员们的学习成果展现形式丰富多彩、妙趣横生。智慧课堂系统可以全面跟踪记录每一位学习者的学习过程，帮助教师对每一位学习者的成长轨迹都有精准地了解。基于这种了解，教师可以及时发现教学过程中的潜在问题，从而采取有效的干预手段调整教学决策制定新的教学方案。通过现代教育技术在课堂教学上的具体运用，智慧课堂使学生学习的时空界限被打破，学生学习成果反馈的周期极大缩短，甚至实现了及时反馈，使得师生之间的交流与沟通变得更加方便快捷，提高了学习评价的时效性和有效性。

智慧汉语学习者的课后学习成果主要包括应用本节课所学习的语言和文化知识，提高利用所学汉语知识和汉语文化在实际沟通交流中分析问题、解决问题并探索发现新问题的能力，完善在学习过程和日常生活中合作交流、合理组织管理个人计划的素质，并培养以国际视野看待问题、对待矛盾、解决冲突的跨文化思维品质。智慧汉语课堂针对课后应用成果的评价要考虑到学习者的主体多元化特征制定差异化的评价标准。课程学习活动的终结性评价主要是利用学习评估预测系统中的考试测试评价以课程考核的方式进行，主要考察评价学习者对专业知识的掌握深度、应用熟练度以及专业综合素养水平。这种基于数据的评价是客观准确的，学习者也可以通过这些评价进行自我反思，对自己的不足之处加以修正，在更加清晰地认识自我的前提下，完成新的有针对性的学习规划的制定。此外还可以辅以问卷调查等形式。如：在“汉语桥”冬令营活动结束后，项目组通过问卷星发放问卷，共回收 127 份问卷，其中有效问卷 127 份，经数据分析后从学生的参与度、学习的获得感、学生产品的质量等方面分析了本次团组交流目标的达成度，得出学生对汉语和中国文化的学习热情高涨但是线上团组的活动理念需要更新、课程内容设计应从学生需求出发，体现多元性等结论。

5. 结语

智慧汉语学习作为智慧教育理念下的新生力量，是一种集学习高效化、学习个性化、沉浸式学习、自然式学习、持续性学习于一体的学习方式。在探讨联结主义、泛在学习等学习理论与物联网、云计算、大数据等现代信息技术的基础上，在发展汉语学习者学习智慧、提高其创新能力的教学目标引领下，对智慧环境下的汉语学习系统进行探索创新。在一定程度上丰富了有关于智慧汉语学习的理论基础，为智慧汉语学习的实践创新提供参考。然而，汉语学习者学习能力的提高与核心素养的培养并不是一蹴而就的，还有待于在进一步的实操中验证与深入研究，以期在多方协作的良性环境下实现智慧汉语学习的最终目标。

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Problems and Measures to Cope with “Teachers, Texts, and Learning Management” of Chinese Language Learning in Thailand

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Abstract

According to the initiative of “Belt and Road initiative” Policy to enhance advancement of the “21st Century Silk Road”, China and some ASEAN countries have increasingly had tightened cooperation and communication. Under serious promotion on education of both Thai and Chinese government, it leads to effectiveness of Chinese language learning in Thailand. Chinese language learning management in Thailand has been highly preferred and Thai government also promotes Chinese language learning seriously helping to increase the number of Chinese language learners. However, although overall situation of Chinese language learning management in Thailand tends to be better, there are several problems on Chinese language learning management that must be solved. These problems consist of three outstanding problems, i.e., teachers, texts, and teaching methods. The first problem consists of the lack of teachers in some areas, low quality teachers, and insufficient quality teachers. The second problem consists of the lack of appropriate texts for Thai learners. The third problem consists of teaching methods that fails to focus on characteristics of learners, lack of good classroom atmosphere, and moderate learning results.

Keywords: development of teacher’s potential, development of texts and teaching methods in Chinese language management of Thailand

泰国汉语教育中“教师教材教法”问题及对策

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摘要

随着“一带一路”的提出、“21世纪海上丝绸之路”的推进，中国与东南亚国家的合作与交流越来越密切。在中泰政府及教育界的积极促动下，在泰汉语教育事业的发展取得了较好成绩。在泰国，汉语教育受到了上层建筑和社会大众共同的欢迎，泰国政府极力推广汉语教学，社会大众汉语学习热情高涨。然而，目前在国际汉语教育整体形势大好的情况下，在泰汉语教学仍然存在几个亟待解决的问题。最突出的三个问题，便是“教师、教材、教法”，即：一是教师资源分配不均匀、教师素质水平层次不齐、高水平教师数量不能满足当今社会需求；二是缺少专门针对泰国学习者的系列教材；三是，教学教法没有考虑泰国学习者的特性，课堂氛围欠缺、教学效果一般。

关键词：在泰汉语教学、教师素质及培养、教材革新、生动性教学法

1. 选题缘由：在泰汉语教育的现状

随着“一带一路”和“21世纪海上丝绸之路”的推进，中国与东南亚国家的合作与交流越来越密切。中国综合国力的大幅提升，及世界各国与中国在文化上的交融与交流、经济上的往

来、政治上的互通,更造就了中国与世界的关系更进一步,全球民众对汉语学习的热情只增不减。因此,中国对国际汉语教育的推动与发展也制定了很多支持政策,以适应国际社会对汉语学习的需求。如此友好往来的关系在泰国表现的尤为突出。例如,近年来,越来越多的泰国民众到中国留学、旅游、交流、访问、经商等;同时,大量的中国民众也来到泰国短期旅游、长期留学、经商、居住,更有多个知名中国企业到泰国投资建厂。这一趋势,注定了汉语教学在泰国的地位至关重要。

1.1 在泰汉语教学大环境

根据中国汉语推广工作的指导方针,从2006年底开始,至今已在泰国建立16所孔子学院、11个孔子课堂,这成为中泰两国交流汉语教学、互相了解国情及文化的一个重要窗口,更成为两国人民交流感情和增进友谊的桥梁;根据中泰两国教育合作备忘录,每年中国向泰国提供一定数量的公派教师和汉语教师志愿者,协助泰国的汉语教学任务;同时,每年中国教育部中外语言文化交流中心(原国家汉办)也会选拔泰国本土汉语教师到中国或在泰国进行短期汉语教学培训。在“一带一路”、“21世纪海上丝绸之路”大方针的指引下,从2013年开始,泰国各地公立私立的高校、中小学极力推进与中国的合作项目,包括非学历的交换留学、合作办学、开设新兴专业等。在泰国的汉语教育前景不容小觑。

1.2 行业新标

在泰的孔子学院持续组织汉语水平考试(HSK),作为泰国人进入中国高校留学深造的必要依据,HSK的参考人数逐年增长,其知名度已从原来的少数人知晓发展成为现今的全国熟知。现在已发展成为了泰国本土中学升大学入学考试测评项目;成为了泰国各大外资与合资企业、政府机关招收汉语专业人才的主要依据。其知名程度已与拥有几十年历史的雅思和托福齐名。因此,泰国汉语教育中HSK的培训指导,也成为了新时期泰国汉语教育的一个重要组成部分。

1.3 学习者热情高涨,学习人数只增不减

越来越多的在校大中小学生选择汉语作为选修课程或专业课程进行学习。例如,笔者所工作的佛统皇家大学中文系,招生数量及入学人数从六年前的招收一个班30个人、报名50人,到如今的招收两个班共60人、报名200人。同时,交际汉语也作为一门公共课面向全校各专业各学年学生授课,学生遍及管理、化学、设计、社会、英语、护理等文科、理科、工科、医科各个专业。这一现象并非偶然,全泰国的高校都基本如此,这也充分说明了,近几年泰国汉语学习热情的高涨,学习者的数量成倍增长,学习者的范围来自泰国的各行各业、各学科人才。

现在泰国政府、各级机关单位、各所大中小学对汉语教学的重视程度重之又重,已成为各级教育部门必不可少的课程内容;学习者能够学习之用、作为一门特长或技能,有利于学习者今后就业;中国对泰国的汉语教育大力支持、密切配合。当今汉语教育在泰国的发展形势良好,势头迅速增长,大环境良好。

总之,在中泰两国政界、教育界、商界的积极推动下,泰国汉语教育的发展得到了飞速进展。然而,发展过程中也出现了一些不足,需要我们进一步探讨和研究。

2. 研究方法

本文通过文献分析、资料收集,借鉴多种相关理论,采用文献分析、理论研究的方法,发现目前泰国汉语教育在教师、教材、教法三个方面存在的普遍性问题。结合泰国实际,提出了针对教师、教材、教法三个方面的解决措施。

2.1 文献分析法

通过深入地搜集和查阅各种相关书籍、学术论文、期刊文献、新闻数据等来获得写词论文的资料,并对相关资料进行认真的分析,归纳总结和借鉴其中有益的理论成果和实际经验。

2.2 理论研究法

在已有的客观材料和理论知识的基础上,运用多种理论分析的方法,结合泰国实际,对所搜集的材料进行加工和整理,在借鉴他人相关理论成果的基础上,根据自身在泰国教授汉语的实际经验,提出可行性建议。

3. 目前在泰汉语教育存在的问题

在全球汉语整体形势大好的情况下,不同的国家因其地域、文化、社会等背景的不同,汉语教育的细节也存在着差异,这就决定了,新时期的汉语国际教育在不同的国家针对性不同,汉语教育也具有一定的国别特色,这就要求在教师的基本能力、教材的选用、教学法的选择必须符合当地实际情况。如何培养汉语教师以应对全球对外汉语教师人数不足的空缺?如何编写适合不同国家、不同语种人群的教材以满足当地学习者的需求?如何改进教法、采取什么样的教法以推动世界范围内的汉语教学的实施?而针对这些问题前人已有一些探索,这里笔者根据自己所接触的实例提出一些意见和建议。目前的泰国汉语教育还存在亟待解决的三个问题,即:一是壮大和建设教师队伍;二是开发有针对性的实用性教材;三是在教师资源不足、教师水平差异性大的情况下对汉语教学法进行革新性研究,提出一套适合泰国实际的教法,以提高教学质量和效率。具体我们下文详细说明。

3.1 教师问题及解决措施

目前,在泰汉语教育一个典型问题便是优质汉语教师的不足,这一问题在中小学阶段尤为突出。随着汉语事业在泰国的发展,越来越多的人选择汉语学习并且从事汉语教学。然而,从目前的情况来看,主要存在以下几个方面的问题:优秀汉语教师数量不足、汉语教师水平层次不齐、部分机构汉语教师入门门槛较低、教师教学经验欠缺、教师对泰国文化了解过于表面无法利用文化优势促进教学。我们应该题出切实可行的解决措施,帮助泰国汉语教育改善这一情况。

3.1.1 存在问题

教师的问题是泰国汉语教学的重中之重,因为教师各阶段水平层次不齐、个别阶段教师不具专业性、经验不足、教师自身汉语水平有待提高,导致学生各阶段汉语水平无法衔接,甚至进入大学仍然要炒“回锅肉”。例如,每年11月到次年3月是泰国大学招收本科新生入学笔试面试的时间,在连续六年的中文系面试工作中,我及同事明显感受到,汉语好的中学生可以拿到HSK四五级、汉语不好的学生连最基本的日常问候语都说不到五句,其中汉语好的只占不到5%。而这些学生学习的时长是差不多的,多则,从小学开始共学习9-12年;少则,从中学开始共学习3-6年。这个数字是非常惊人的,那么多年的学习,却连五句话都说不到,发音也不准确,汉字更是不会书写。这充分说明了,大部分学生在小学、初中、高中阶段的汉语学习基本上是无效的。其启蒙教师的个人素质与汉语能力对学生的学习效果是有一定影响的。

笔者工作的佛统皇家大学与中国的大学合作有中泰学生交换项目,到佛统皇家大学的中国籍学生在交换一学年的第二学期要到佛统、素攀、北鼻、乐丕、暖武里等地方的公立中小学和私立中小学进行教学实践,在沟通过程中,笔者通过工作途径对所合作的中小学教师的学历、专业、教学经验等进行了了解。根据所了解的情况,并结合所工作大学教师的构成,笔者将大致情况总结归纳至下表:

表一 泰国各阶段汉语教师组成情况

—以佛统皇家大学中国留学生所实习省份的公立及私立中小学为例

具体	教育阶段	大学	中学	小学和幼儿园	其他培训机构
教师学历	泰国籍	硕士、博士	本科以上	本科以上	本科
	中国籍	硕士、博士	本科以上	本科以上	本科
教师所学专业	泰国籍	汉语教育、对外汉语	汉语教育	汉语教育	中文及相关
	中国籍	汉语教育、对外汉语、汉语言文学	汉语教育 中文及相关 泰语	汉语教育 中文及相关 泰语	汉语教育 中文及相关 泰语 不限专业
教师来源	泰国籍	泰国或中国高校毕业	泰国高校毕业	泰国高校毕业	泰国高校毕业
	中国籍	泰国或中国高校毕业自聘； 中国公派教师； 汉办志愿者	泰国或中国高校毕业自聘； 汉办志愿者	泰国或中国高校毕业自聘； 汉办志愿者	泰国或中国高校毕业自聘
教师教学经验	泰国籍	一年以上	无要求	无要求	无要求
	中国籍	一年以上	无要求	无要求	无要求

从上表可以清楚看到，在泰国，大学阶段的汉语教师无论泰国籍教师或是中国籍教师质量都最高；到了中学阶段，标准稍有降低；到了小学幼儿园阶段只能达到基本要求；其他培训机构，教师入行门槛非常低。这充分暴露了，泰国教师素质和教师水平的分配严重不均衡。

我们将以上四个阶段的汉语学习根据习得规律分为三个阶段：培训机构及小学和幼儿园为初级基础阶段；中学包括初中和高中分为初中级阶段；大学定为中高级阶段。

语言的学习是从小开始一步一步循序渐进的，泰国公立私立的小学和幼儿园阶段的汉语教育及私立培训机构的汉语教育共同构成了泰国汉语教育的基础阶段。而目前泰国在汉语教育的基础阶段和初级阶段呈：学历低、专业毕业和非专业毕业掺杂、无教学经验、自身汉语水平有待提高等特征。这就导致了泰国学习者在初期接触汉语的时候，无法接收高质量的汉语教学、无法得到准确有效的汉语训练，产生汉语非常难等心理障碍，最终导致汉语教学效果差、学习成效微乎其微、学习兴趣骤降。

到了中学，初中级阶段的汉语教育与小学阶段基本持平，同样存在效率低、效果差、学习兴趣低落、教师汉语水平仍有缺陷的特征。而这一阶段，也有其特征，即：喜爱中文的少数学生和不喜爱中文的多数学生产生了严重的两极分化，这就导致在中学阶段，教师还要面临如何把握这一特征，对症下药进行有效教学，既能照顾成绩较差的学生，又能保证成绩较好的学生学到知识。

同时，不能看出，在初级阶段和中级阶段都存在聘请泰语专业的中国籍教师进行汉语教学的情况。这是因为泰国学校更注重聘用母语使用者的教学人员，这固然是好，但泰语专业的汉语教师并没有系统深入的学过汉语本体知识，很多汉语现象无法准确掌握，更无法讲述清楚，甚至对汉语的使用和记忆错误频出。在初中级阶段，有的教师汉语基本功不扎实，所教授内容的真实性、正确性等欠缺，对于学生的问题无法解答等问题真实存在。

然而，这些情况到了大学阶段——中高级汉语教育阶段都得到了质的改善，在这一阶段，教师情况呈：学历高、专业性强、经验丰富、自身汉语水平极高的特征。这决定了在大学阶段的汉语教育教师素质和教师专业技能等方面完全能适应泰国的需求。可这一阶段也有这一阶段的困难，那就是：由于初中阶段培养的学生汉语技能较弱、汉语水平较差、汉语基础非常薄弱，在就导致了在大学阶段的教学初期，教师需要特别注意帮助学生扎实汉语基础、提高学习兴趣。

3.1.2 针对教师问题提出解决措施

根据上述问题的分析情况，我们可以得出，针对教师问题的解决措施应该从：师资培养、入行门槛、增加教学经验、制定考察教师汉语水平的系统要求等方面着手准备。泰国和中国政府应共同充分发挥整体宏观调控的积极作用，推进官方合作、充分发挥国内高校在泰国所建孔子学院的职能、对不同层次的师资培养要侧重不同、扩大对外汉语硕士及博士层次的人才培养、加强对外汉语与泰语的双修培养、帮助泰国有教师资格证的汉语教师进行汉语培训提高师资质量等。

一是积极推进中泰官方合作，加强中泰教育主管部门之间沟通联系。中国方面应增加公派教师的比例，同时加强志愿者的选拔、培养和管理，提升志愿者的质量，包括扩提高志愿者选拔标准，限定为对外汉语、汉语国际教育、汉语言文学等专业，去除心理学、社会学、教育学等专业的选拔资格；培训中心增加泰国传统文化的实例体验，展示泰国学校一年中各个传统节日的仪式、表述、氛围等，让志愿者教师感受泰国文化，并利用跨文化交际手段，在充分尊重泰国文化习惯的前提下，优雅展示中国语言文化。针对中小学，我们还可以成立几个以项目合作为主要形式的汉语中心，以满足泰国不同地区、不同教育层级的需求，还可促进中国专业化志愿者教师与泰国本土汉语教师的交流，更好地开展汉语教学。

二是充分发挥国内高校在泰国所建孔子学院的职能，对孔院覆盖范围内的大中小学起到引导和协助的作用。如：孔子学院以中文活动、展览、参观、比赛等形式，定期举行活动帮助周边中小学推进中文教学，给中小学汉语教育更多的教学和活实践机会；通过孔院定期举办泰国本土汉语教师的培训，既可以沿用以前的赴中国培训模式，也可以利用现代高科技开展网络课程，泰国教师可在家学习网络课程并通过考核获得证书。针对在外国设立的中文培训学校的中文教师，我们要加强指导，积极引导，帮助其规范化。中国教育部文化语言交流中心定期举行的汉语教学培训，可邀请这些学校的领导和汉语教师参加。

三是加强中泰两国高校汉语教育的深入交流与合作。本科阶段可推进“3+1”合作项目，硕士研究生阶段可推荐“2+1”或“1.5+0.5”合作项目，博士研究生阶段可推进“2+1”合作项目，以帮助泰国汉语教育专业学生到中国学习和实践一年或半年，提高汉语语用技能，提升汉语教学能力；同时将中国对外汉语专业的学生送至泰国进行一年或半年的学习和教学实习，帮助中国学生真实接触国外汉语教学，增加泰语和英语语言技能。为中泰两国共同培育高质量、有经验的汉语教师力量。

四是泰国高校在汉语教育专业人才的培养上要严格按照泰国教育部规定和标准执行，在课程设置、教学安排、教学实践机会、汉语能力考核、教学水平考察等方面加强管理，为泰国培养出高质量的汉语教育人才。泰国政府可以提高汉语教师入行门槛，包括原有的公立学校汉语教师必须获得教师资格证以外，可补充要求具有 HSK 五级以上水平者优先等鼓励措施。同时对私立中小学、培训机构的汉语教师进行严格管控，禁止非专业人员从事汉语教学的工作。这样才能保证学生获得正确、有效的语言知识。

五是对不同教学层次的师资培养要有不同的侧重点。对汉语教育本科层次学生的培养，要加强基础知识的牢记、扩大知识面、考察教学实践基本能力；对汉语教育专业或汉语国际教育专业的硕士研究生，应深入提高知识储备、加强教学实践技能的系统训练，增加实习机会，培养一定的研究能力；对国内汉语相关专业的博士研究生和泰国本国的汉语博士研究生，应培养其不断获取新增知识的能力和习惯，注意培养其关于汉语教学的科学研究能力，发现汉语教学的问题并研究出可行的策略和措施。从而为泰国培养出能胜任不同教学阶段的专业性人才，同时也为泰国汉语教育的未来研究大业打下扎实基础。

六是针对国内面向东盟国家和面向泰国的对外汉语人才的培养，需要加强对外汉语与泰语或英语的双修培养。针对泰国汉语教学要求，培养外向型汉语师资，在汉语教学本科及研究生学习期间，加强泰语和英语的进修与教学，以适应泰国对汉语师资的需求。

我们要做好以上六点，做好政府宏观调控、加强两国教育部门和高校的合作与交流、提高中国选拔汉语志愿者教师的选拔标准以及提高泰国汉语教师的入行门槛，共同为泰国培养师资培养能够从事不同层次汉语教育、能够胜任不同类型学校工作、综合素质高、能力强的优秀汉语

教学人才。

3.2 教材问题及解决策略

教材的问题在泰国已经讨论了十几年，但是因为泰国特殊的政治体制，这一问题至今仍未得到统一的措施，显然要想在泰国全国统一教材是不现实的，那么我们分析一下教材的大概情况，以便能提出一些可行性建议。

3.2.1 存在问题

在“一带一路”的指引下，泰国又限期了新一轮的汉语热潮，泰国对汉语学习的需求剧增。针对泰国各个阶段的汉语教学，公立或私立的大中小学其课程设置都是严格按照泰国教育部的课程大纲进行的，然而具体教材的选用则需要根据各学校实际情况具体而定。例如：泰国目前普遍使用的教材有《体验汉语》、《快乐汉语》、《汉语教程》、《泰国人学汉语》等，其中以《汉语教程》的使用最为广泛。《汉语教程》共有六本，分为第一册上、第一册下、第二册上、第二册下、第三册上、第三册下。然而这几本书有的小学、部分中学、和大部分大学都将其作为汉语课的教材使用。这就导致了泰国教材的混乱、不规范的情形出现，也使得很多学生可能在中小学和大学学习的是同一本教材。具体的问题我们做以下说明：

一是没有统一教材。泰国教育部虽然规定了课程设置、并且在中小学阶段给出了参考教材，但却没有给出教材的具体规范，这就导致了泰国各阶段各个学校会根据自身学生水平、经济条件、教师意愿等选择自己想要的教材。这可能会与其他同级别学校差别过大，也可能会与教育程度低于或高于自己的学习雷同。从而同一阶段毕业的学生拿到的成绩可能会与自身实际水平不符合，例如：上文提到的面试情况，学习多年却说不到五句日常用语的学生拿到的绩点可能是4，而学习几年汉语对答如流的学生绩点可能只有3点多。这对学生来说是极度不公平的，根本原因就在于统一学习阶段缺乏统一的教材，或同等难度可选择的几本教材，致使各学校同一课程教学难易程度差距过大。

二是教材衔接不合理。因为泰国教育部对汉语课程各阶段的难易程度没有一个梯度标准，导致有的中小学在该阶段教学中所选教材过于简单，或教学进度太慢，而到了大学阶段跨度太大，学生无法跟上进度，最终学习压力过重，产生厌学汉语等不良情绪；而有的中小学在其教学过程中选择有一定难度的教材，培养高水平的中学汉语学习者，可是到了大学教材难度区分并不大，导致程度好的这批学生水平停滞不前，得不到进展。

三是不同学校不同阶段存在重复使用教材的情况。正如上述例子所述，现在很多中学、大学都将《汉语教程》作为教材使用，那么如果刚好有的学生所读中学和所选大学用的都是这本教材，那学生花几年时间却一直在重复学习同样的教材，这是非常不合理的现象。

四是已有参考教材其课文实例与泰国文化及社会生活脱节。国内专家编写的教材课文素材都来源于国内实际情况，根本原因就是这些教材起初是针对到中国留学的外国留学生而编写，课文中涉及的文化词汇、交流方式、感情态度、礼仪等都以标准的中国模式进行。而现今，大部分泰国人的实际情况是在本国学习汉语，并没有去过中国，可能今后有机会则会去中国继续深造，那么课文中出现的这些专业词汇不仅不能让他们通过文化学知识增强学习兴趣，反而增加了生词的难度，加重了学习任务。例如：《体验汉语》初级篇的课文中就有去长城和故宫等景点旅游的内容，而课文目标是学会出行的一些基本表达，可是刚开始学习汉语的初中生并未去过中国，因此教师在授课时，需要先花大量时间展示这些文化景点名称，那对句式表达的讲解和训练只能一带而过。学过之后，学生记住了长城和故宫，却不会表达出行的语句。相反，《泰国人学汉语》这本教材是专门针对泰国人的，同样是表达出行的课文，文中出现的文化景点则是唐人街，泰国学生都去过唐人街，这样在教课的时候学生不需要花时间去理解和认知景点名称，可以充分训练句式，达到课程交际的目标。

针对汉语教材，目前我国已做出很大成就，据悉，在2010年12月11日举办的各国语言展·孔子学院资源展上，各个出版社、教育机构推出很多汉语教材。然而真正适应泰国当地人学习习惯和文化背景的“泰国本土化教材”却微乎其微。我们仍然缺少针对性强、能最大程度上吸

引泰国学习者、充分结合汉语文化知识与泰国文化背景的教材。

3.2.2 解决策略

汉语教材应增加研发类似于“跟我学”、“英语 900 句”、“新概念英语”这样的教材，从语言基础知识、日常交际、实用性等方面设计适合泰国国情、文化背景、语言习惯的学习者。这其中要把握的核心是：如何适应目的国的文化及语言特点？是否内容适合目的国学生实际接受能力？

针对以上情况，我们具体提出以下几个方面的建议以对泰国汉语教材进行改革和调整：

一是制定一套教材难度等级大纲，即：将泰国现有教材进行归纳整合，规定出小学阶段、中学阶段、大学阶段不同年级需要达到什么样的汉语水平标准，根据这一目标，可以给出不同阶段的参考教材，各个学校根据自己实际教学的年级和水平从与大纲标准相符合的教材中选取使用。

二是在充分了解泰国文化及语言特点的情况下，对所教授学生的年龄、知识层面、兴趣和志向做个全面系统的调查和了解，以指导编写教材。突破汉语教材编写局限，注重教材的灵活性，充分考虑泰国国学习者的兴趣爱好，编写出能引起目的国学生兴趣的内容。

三是把汉语及中国文化知识与泰国语言及文化相结合或对比，引起学习者的求知兴趣。

四是针对不同的学生设计不同的教学内容，或尽量让教材内容涉及面广。如：学习者以后相当汉语导游则可以在教材中多设计旅游、文化、交际等相关内容；如果学习者未来想从事金融工作则可以在教材中多设计经济、工作场景、职场用语等内容。

3.3 教法问题及解决措施

3.3.1 存在问题

关于在泰汉语教育中的教法，也是当前比较突出的问题。什么样的教法能突破传统模式，提高汉语教学质量和效率？何种教法能够在师资不足、教材不够丰富的情况下显现出作用？我们是否应该从单一的任务型教学法走出来？

现在对外汉语教学界已广泛使用的教学法有：任务型教学法、实用汉语教学法、技能教学法、认知功能教学法、综合教学法、汉语要素教学法、复合教学法等，这其中当前较流行的教学法是结构、功能、文化相结合的控制教学法。这些教学法的综合运用及灵活掌握都对汉语教学起到了很大的作用。这些教学法有一个共同特点，那就是他们都是从汉语本身出发来研究如何教授外国学习者的。针对前文提到的“汉语教师师资力量有待提高、教材内容还有待改进”的情况，我们必须研究出一种可以适应当前在泰汉语教育情况，现在就可以运用到汉语国际教育中的一种切实可行的教学方法。

3.3.2 解决策略

在目前泰国中小学阶段教师综合素质和汉语技能还有待提高、教材内容还有待革新的情况下，笔者建议在泰汉语教育中推行对外汉语教学的生动性教学。这其中包括两个方面，一个是教学法本身的革新，另一个是教师身份的变以促进新教学法的运用。

结合教育学、心理学、汉语教学经验和模式及汉语知识本身，可以得出：对外汉语教学中的生动性教学¹¹指的是，在给母语为非汉语的学生尤其是外国学习者，讲授汉语及其有关课程时，以高效率高质量快捷地传达汉语知识信息为目的，以提高学生学习汉语兴趣为主要目标，用具有活力能感动人的方式进行课程设计、课堂授课等教学活动。在传统汉语教学“精读+复练”模式的基础上进行创造革新，把汉语知识融入现实生活、贴近汉语学习者的日常生活和认知范围，提高整个汉语教学的形象性、具体性、切实性。使课程形象吸引人，课堂教学生动有趣，并能高度调动汉语学习者学习汉语的兴趣和积极性；使他们迅速牢固地掌握汉语知识，并且正确自如的运用汉语知识进行交流、生活、工作等，达到事半功倍。

从手段或方法的角度看，对外汉语教学的“生动”有三种：一是描述生动，即汉语教师运

¹¹ 申焯（2012）。《浅谈对外汉语教学中的生动性教学》。北方文学（下半月刊），2012（9），201。

用绘声绘色的语言去描述语音的发音、口型，字词的含义、起源、演变，句子的表达，语法结构的归纳，篇章的演练等，从而让学生在头脑中建立起具体事物的生动形象，使其与抽象的汉语相对应。二是直观表现生动，把所要讲授的知识通过视、嗅、味、听、触觉，直接反映给学生，即通过图片、动画、视频、实物、动作等具体展示。三是加强参与性，汉语教师能通过多种方法创造语境，让学生参与其中，帮助学生感知所学的语言知识现象，形成一种思维表象，并通过学生对语言知识的体验，激发学生的情感，从而使汉语课生动起来。

“生动”的关键，精讲多练，在讲的过程中尽量直观生动的展示所学知识点内容，避免使用超纲词汇或句式、避免描述繁冗啰嗦，尤其是语法等较难的知识点，只需精要讲述核心结构和关键点即刻，避免学生产生恐惧心理；在此基础上，通过大量反复的练习帮助学生在轻松愉快的课堂氛围中获取知识，练习的过程教师要想方设法设立学生熟知的、学生感兴趣的、学生日常生活频繁遇到的实例作为情景进行练习。

另一关键就是教师角色的转变，我们要懂得从教师转变为教练，即：从教会学生知识、告诉学生知识，转变为提醒学生知识要点、陪伴学生进行具体练习。这样一来，我们的教学法就从传统的灌输式教学法，变为了引导式教学法，学生在潜移默化中更容易接受后者，并且更能得到启发，从而学会独立思考的方法，大大提高汉语学习能力。

再者，作为文化丰富的世界大国，中国文化已逐渐走向东盟、走向东南亚、走向泰国；泰国是个华裔众多的国家，在这里有很多中泰文化的相似之处，也有不少中泰两个各自独有的文化特征。我们应该利用两国文化的相似性丰富我们的汉语教学教法，减轻学生学习压力；同时，我们在教学中要尊重泰国独有的文化，同时展示中国特有的文化，以此提高学生的学习兴趣。我们要学会用文化比较的生动教法促进泰国汉语教学的进行，帮助学生更轻松更有趣的掌握中国语言文化知识，达到事半功倍的效果。

总的说来，适合泰国学习者的汉语教学教法就是要让学生以对日常生活中汉语的运用、中华文化的兴趣为动力主动地学习，充分发挥各自的能力和特长，汉语教师帮助学习者挖掘汉语学习的潜力。

4. 结语

根据以上研究，在世界新格局的引导下，泰国汉语学习者的热情高涨只增不减，我们的在泰汉语教育仍面临着一些列问题，其中最突出的有三个问题。参考前人研究成果，结合实际，本文通过思考和探索对三个问题分别提出了建议。

一是壮大和建设教师队伍。解决策略有：

1. 积极推进中泰官方合作，加强中泰教育主管部门之间沟通联系。
2. 充分发挥国内高校在泰国所建孔子学院的职能，对孔院覆盖范围内的大中小学起到引导和协助的作用。
3. 加强中泰两国高校汉语教育的深入交流与合作。
4. 泰国高校在汉语教育专业人才的培养上要严格按照泰国教育部规定和标准执行，在课程设置、教学安排、教学实践机会、汉语能力考核、教学水平考察等方面加强管理，为泰国培养出高质量的汉语教育人才。
5. 对不同教学层次的师资培养要有不同的侧重点。为泰国培养出能胜任不同教学阶段的专业性人才，也为泰国汉语教育的未来研究大业打下坚实基础。
6. 针对国内面向东盟国家和面向泰国的对外汉语人才的培养，需要加强对外汉语与泰语或英语的双修培养。

总之，需要中泰两国携手，各部门机关配合，教师全力配合，做好政府宏观调控、加强两国教育部门和高校的合作与交流、提高中国选拔汉语志愿者教师的选拔标准以及提高泰国汉语教师的入行门槛，共同为泰国培养师资培养能够从事不同层次汉语教育、能够胜任不同类型学校工作、综合素质高、能力强的优秀汉语教学人才。

二是开发有针对性的实用性教材。解决策略有：

1. 制定一套泰国准用的教材难度等级大纲，供各个学校参考借鉴，并作为教学标准。

2. 充分了解泰国文化及语言特点，并调查认识所教授学生的年龄、知识层面、兴趣和志向等，为编写教材作出指导。

3. 对比汉语及中国文化知识与泰国语言及文化的异同，引起学习者的汉语学习兴趣。

4. 针对不同的学生设计不同的教学内容，或尽量让教材内容涉及面广。

只有做到以上四点，才能有效解决教材缺乏针对性和不够多元化的问题。

三是在教师资源不足、教师水平差异性大的情况下对汉语教学法进行革新性研究，提出一套适合泰国实际的教法，以提高教学质量和效率。本文提出在对外汉语教学中开展描述生动、直观表现生动、加强学生参与性的生动性教学。同时注重“精讲+多练”教法的把握，以及教师角色由“教师”到“教练”的转变，再加上利用文化异同的对比，提升教师教学质量、提高学生学习效果、促进在泰汉语教育未来的发展，以使在泰汉语教学适应新时期国家层面、社会层面、个人层面等多方面的需求，达到一个质的飞跃。

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Cross-cultural Adaptation of Chinese Students studying in Thailand--A Case Study of University A Thailand

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Abstract

In recent years, studying in Thailand has also become one of the hot choices for Chinese students to study abroad, so the study of the cross-cultural adaptation of Chinese students in Thailand is becoming more and more important, and the number of relevant research is small and basically in the form of questionnaires. In this study takes five Chinese students from A University in Thailand as the research objects, and their cross-cultural adaptation was investigated in depth by way of in-depth interviews in qualitative research. Under the guidance of relevant theories, this study analyzed the current situation of cross-cultural adaptation from different levels of the respondents' daily life and studies, and analyzed and summarized the main factors that affect their cross-cultural adaptation. Finally, this study putted forward some suggestions on how Chinese students in Thailand can better adapt to cross-cultural.

Keywords: cross-cultural adaptation, Chinese students, in-depth interview, case study

在泰中国留学生跨文化适应个案研究--以泰国A大学为例

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摘要

近年来,来泰国留学也成为中国人海外留学的新兴热门选择之一,对在泰中国留学生的跨文化适应情况的研究也越发重要,现有的相关研究数量不多且基本都采用了问卷调查的形式。笔者以泰国A大学的五位中国留学生为研究对象,采用定性研究中深度访谈的方式对他们的跨文化适应情况进行了深入的调查,并在相关理论的指导下从受访者的日常生活、学业等不同的层面考察了他们的跨文化适应现状,并分析归纳了对他们的跨文化适应产生影响的主要因素,并就在泰中国留学生如何更好的做好跨文化适应提出了对应的意见。

关键词: 跨文化适应、中国留学生、深度访谈、个案研究

1. 引言

1.1 研究背景

从上世纪七十年代末,中国人出国留学的人数日益增加,留学的国家也从早期的只前往欧美西方国家,到增加了日本、新加坡等亚洲国家选项,且日益多元化。在此背景下,来泰国留学也成为近年来中国人海外留学的新兴热门选择之一,尤其是2010年中国-东盟贸易区建立以来,来泰留学的人数增长不断加快。官方数据显示,2018年度中国赴泰国留学的中国学生为8900人,增长率约为15%,目前中国在泰留学生总人数接近4万人,中国留学生占在泰海外留学生总数的四分之三,中国已经成为泰国最大的留学生来源国,数量庞大增长迅速的在泰中国留学生人群成为一个不容忽视的群体。

此外,留学生是一个比较特殊的社会群体,出国后既要学习文化知识又要努力适应在当地的生活。但是留学生群体的人员年龄普遍偏小,心智还在发育中,社会生活经验不丰富,又远离家庭和亲人,既有语言沟通障碍,又要独自面对新环境下的生活和学习压力,难度可想而知。

近年来,新闻里总不乏一些留学生不能很好的适应当地文化而发生悲剧的例子,如何帮助留学生战胜“文化冲击”平安留学并学有所成,值得我们深思。

1.2 研究的目的是和意义

通过研究在泰中国留学生群体的跨文化适应情况,能了解在泰中国留学生群体的跨文化适应现状和存在的问题,并可以通过分析调查结果归纳出对他们的跨文化适应产生较大影响的阻碍因素;通过将他们的个人经历经验与专业知识结合分析,来寻找解决造成在泰中国留学生跨文化适应问题的办法,并在此指导下提出积极有效的建议。此外,也可以与对欧美日韩等地中国留学生跨文化的研究相结合,完善该研究体系。

2. 文献综述

组成文化的因素包括很多,如出生地、语言、社会环境、价值观等。美国人类学家罗伯特·雷德菲尔德率先在学术领域中引入“文化适应”的概念,并给出了定义,即当具有不同文化的各群体进行持续的、直接的接触之后,双方或一方原有文化模式因之而发生改变;Berry (2006)从群体的角度入手,指出文化适应也包含物质适应、生理适应、政策适应、经济适应和社会适应;此外,也存在着很多其他的理解,在不同的地区,文化适应的概念也会发生变化,总的来说,“文化适应”或“跨文化适应”尚没有统一而明确的定义。但不可否认,“跨文化适应”已经成为目前很多领域的研究对象,规模浩大的留学生群体正是“跨文化适应”的研究对象之一。

目前,学术界有关跨文化适应问题的研究已经有丰富的成果,朱广珍(2017)对于跨文化研究的理论发展做了比较详细的陈述,她从跨文化适应的研究模式构建、影响因素和测量工具三个方面梳理了世界范围内跨文化适应理论的发展,重点介绍了Oberg的“文化冲击”模型,Lyngrrd的“U型曲线假说”,John.Berry的“跨文化适应模型”和Collen Ward的“社会文化适应模型”等跨文化研究模型,还有Black&Stephens的跨文化适应量表,Berry的文化适应态度量表,Collen Ward & Antony Kennedy的社会文化适应量表等跨文化测量工具;以及跨文化适应的影响因素这三方面的研究成果。她还介绍了中国有关跨文化适应的研究成果,她认为中国的研究者主要基于对国外理论模式的展开,并比较详细的做了罗列,在此不再赘述。

随着赴泰留学的中国留学生的增多,已经有一部分学者开始注意到在泰中国留学的跨文化适应问题并做了一些研究,比如Jiraporn Kingminghae和林易(2011)通过问卷调查对留学泰国的中国留学生的学业失败原因进行了研究,并发现与家庭背景等关系密切;王凯(2015)等对泰国6所大学815名学生(中国学生315名,泰国学生500名)的心境状态进行问卷调查,发现在泰中国留学生及泰国大学生心理状态存在较大差异;马丹丹(2016)以泰国博乐大学中国交换生为研究对象,使用问卷调查的形式,从基本生活、学习、人际交往和支持系统四个方面分析了他们在海外跨文化适应的情况,并提出了意见;沈姝涵和陈奕桦(2017)同样以问卷调查的形式研究了A大学中国留学生的跨文化适应与心理幸福感现状以及对二者的关系进行了调查。纵观这几篇文章不难发现,它们均使用问卷调查与数据分析相结合的形式进行研究,至今尚没有一篇相关的文章是通过访谈的形式进行的,对此作者觉得有必要进行完善。

3. 研究方法与设计

3.1 研究对象

广义的研究对象为泰国A大学全体中国留学生,总数约3000人;狭义的研究对象为作者根据随机抽样选定的被访谈的五位在A大学在读同学。

3.2 研究手段和方法

(1) 定性研究法

查看相关的研究发现多数采取的研究方法是定量研究,然而对于复杂的社会关系,尤其是对于人的心理的研究,仅仅定量研究是不够全面的,存在一定的局限性。因此本论文侧重使用了定性研究法,特别是其中的深度访谈法。

(2) 深度访谈法

深度访谈是定性研究的方法之一,通过访谈可以了解到一个人的心理活动和想法感受。因

此本文通过深度访谈的方式较为细致的调查了泰国 A 大学中国学生的留学生活和感受。访谈时间为 2021 年 2 月 6 日-7 日, 访谈对象为 5 人, 采访方式为语音连线 and 面谈两种, 面谈的地点在 A 大学周边, 访谈时间一般在每人 1 小时左右, 在征得被访者的同意下, 进行了录音。

3.3 研究程序

(1) 拟定访谈提纲

在阅读大量相关研究文献的基础下, 及在综合参考 Ward 的社会文化适应量表 (SCAS)、Zung 氏自评抑郁量表 (SDS) 以及生活满意度 (SMLS) 的基础上, 同时比较多的参考和借鉴了延边大学张明帅 (2018) 的硕士论文《留日中国学生跨文化适应现状研究》中的访谈问题设计; 在以上基础上笔者结合实际情况确定了本论文的访谈提纲, 访谈内容涵盖基本的人口统计学信息、学业适应和社会文化适应调查。

(2) 选定访谈对象

在结合 A 大学中国留学生的人数, 各学历阶段的人数比例, 以及专业、性别、学生籍贯等的基础上, 并考虑到疫情时期留在国内和滞留泰国的情况, 最后通过分层抽样与随机抽样相结合的方法确定了五位受访者。

(3) 进行访谈

根据研究需要, 笔者综合使用了线上语音连线和线下面谈的方式进行访谈; 在访问前都提前根据受访者的便利与受访者预约时间, 对于线上访问提前做了连线测试, 保证网络流程, 对于面谈则选择了比较安静和轻松的交谈环境; 此外, 在所有访问前都详细告知了采访的目的以及材料的适用范围, 并获得了对方的录音授权和材料使用的权利; 最后依据采访的时间顺序对每一次谈话进行编号, 所有受访者的名字用编号和英文字母代替。

4. 研究结果

4.1 基本情况介绍

(1) 访谈提纲说明

本研究采用深度访谈的方式进行, 调查内容包括基本的人口统计学信息、学业适应和社会文化适应调查。因此, 该访谈提纲分为两大部分或四个模块。第一部分仅包括模块一, 即受访者基本信息部分, 从保护被采访者隐私的角度出发, 该部分仅做记录, 不进行录音。第二部分包括第二、三、四模块, 为采访的主体部分, 涵盖对受访者留学之前、留学之中、毕业后预期等相关情况的采访, 在征得受访者同意的前提下进行全程录音。第一模块为录音前了解受访者的基本信息, 包括姓名、性别、年龄、籍贯、有无出国经验、在泰时间、所选专业和层次、泰语水平、居住情况和房租; 第二模块为留学之前的内容, 主要谈及对泰国的印象、来泰国的动机和途径、在泰国的时间, 通过对他们留学前情况的了解, 可以分析出个人层面的文化适应前的既存因素是如何影响后续的跨文化适应状况的; 第三模块为留学过程中的访谈内容, 主要根据泰国 A 大学中国留学生的实际情况, 分为学校生活、校外生活和学业三个方面, 该部分主要是从他们在留学生活中遇到的主要问题以及遇到压力时他们的心理状态和解决方式, 来考察 A 大学中国留学生的跨文化适应现状以及相关影响因素; 第四模块为毕业后的预期部分, 既作为这些留学生对之前留学生活的评价, 也是对毕业后生活的期望。考虑到泰国是一个非移民国家, 所以关于毕业后的预期我们分为留在泰国、返回中国、和前往第三国来考察, 并尽可能的进行较深入的访问。

访谈内容涵盖受访的中国留学生在文化适应前既有的影响因素和文化适应过程中产生的影响因素。文化适应前的既有影响因素包括了个人基本信息和来泰留学前对泰国的印象、来泰国留学的动机和期望, 以及对目前所在城市 (大曼谷地区) 的评价; 文化适应过程中的产生因素主要是通过分析受访中国留学生生活和学习中遇到的主要问题以及解决方式, 了解到哪些产生因素左右着他们的跨文化适应状况, 此外, 对毕业后的预期可在一定程度上验证受访留学生们跨文化适应现状的指标。

为了保护被访者的个人隐私, 笔者详细告知了本访谈的目的并获得了受访者对录音和使用相关材料的授权; 同时笔者也承诺本录音原音仅限于本研究文章相关范围内传播, 且在文章中使用化名代替受访者真实姓名。

(2) 访谈提纲内容

访谈提纲如下:

第一部分: 了解和记录个人基本信息, 包括姓名、性别、年龄、籍贯、有无出国经验、在泰时间、所选专业和层次、泰语水平、居住情况和房租。

第二部分: 访谈以及录音中的问题, 涵盖 25 个问题, 题目如下:

1. 你来泰国之前对这个国家的印象是什么?
2. 你为什么选择来泰国留学?
3. 你是通过什么途经来的泰国?
4. 在来泰国留学之前, 你的期望是什么样的?
5. 你平时学校上课期间是否总是能听懂老师的讲课内容?
6. 你的成绩如何? 是否有考试压力和毕业压力?
7. 除了学校的上课之外, 有没有在家或者图书馆自习?
8. 你有参加过学校的学生会或其他社团吗?
9. 你是否经常参加学校或者学院组织的活动呢?
10. 课余时间, 你比较喜欢在校园内和周边做什么事(或者什么活动)呢?
11. 除了学习之外, 你的业余时间多吗?
12. 业余时间你主要做什么, 一个人还是跟朋友?
13. 在日常生活中, 有遇到过困惑的事情吗(比如签证、就医、外出等)?
14. 如果遇到困难, 你会向谁诉说与求助, 最后你的解决方法是什么?
15. 在解决困难方面, 与刚来泰国的时候相比, 感觉自己有何变化?
16. 最近有没有健康问题困扰你?
17. 最近有没有失眠或者让你心情压抑的经历吗?
18. 请根据实际情况评价一下泰国, 以及你所在的城市(大曼谷地区)?
19. 你的学费是自己支付还是家庭支付? 你的生活费呢? 是否面临经济压力?
20. 来到泰国留学之后, 你对泰国的实际感受是什么样的(和预期相比)?
21. 通过来泰国留学, 您个人有什么变化? 请举例说明。
22. 如果可能的话, 你是否推荐自己的朋友或者家人来泰国留学?
23. 学校毕业之后, 您的打算是什么? 继续深造、找工作还是创业?
24. 为实现您未来的打算, 你可能会选择继续留在泰国、回国还是去第三国?
25. 关于未来的打算是否觉得吃力? 觉得能不能实现?

(3) 访谈对象情况

通过前文介绍的访谈对象的筛选原则, 共选定五位受访者, 均为泰国 A 大学的在校学生, 从学历层次上看, 包含本科在读生 2 名, 硕士在读生 2 名(两位本科阶段也在泰国 A 大学就读), 博士在读生 1 名, 且涵盖多个专业; 从性别上看, 包括女性 3 人, 男性 2 人; 从在泰时间、泰语水平、生活费等方面看各有差别。从整体上看, 被选中的五位受访者具有较好的覆盖性和代表性, 在一定程度上能反映 A 大学的实际情况, 具体的信息如表 1:

表 1 受访者基本信息表

编号	性别	年龄	层次	专业	在泰时间	出国经历	泰语	生活费/房(元)
01	女	24	硕士	MBA	5 年	无	较好	2500/1000
02	女	21	本科	国际商务	3 年	无	一般	2000/800
03	男	19	本科	金融会计	1 年	无	较差	3000/1200
04	女	30	博士	工商管理	10 年	无	好	7500/2400
05	男	22	硕士	东盟商务	4 年	无	较好	3500/1500

4.2 日常生活方面的跨文化适应状态

日常生活方面的社会文化适应具体从遇到的困难、倾诉和求助对象以及问题的应对策略, 以及人际关系情况尤其是是否有泰国朋友等来判断。心理适应情况可从个人的睡眠情况、个人健康状况以及回国意愿等三方面进行判断。此外, 综合被访者个人情况和来泰之前的动机、期望等文化适应前的既存因素, 以及来泰国后文化适应中的产生因素, 比如社会支持、社会接受

态度和跨文化应对策略等因素，可以对影响在泰中国留学生生活方面跨文化适应的主要影响因素进行分析。

留学生在融入所在国家期间遇到的困难和障碍可以反映两种文化的差异，也可以体现跨文化适应的影响因素，对此笔者梳理了在访谈中受访者对此的表述，详情如表 2:

表 2 受访者日常生活中遇到的困难和障碍及解决办法

编号	在日常生活中遇到的困难和障碍	解决办法
01	语言障碍、生活问题（ATM 吞卡等）	向（泰国）朋友或者老师寻求协助
02	语言障碍、生活问题（环境、换汇等）	向（中国）朋友或者老师寻求协助
03	语言障碍、生活问题（交通等）	找高年级的学长姐帮忙，或向朋友邻居倾诉
04	语言障碍、生活问题（饮食等）	跟朋友商量或者自己解决
05	语言障碍、经济压力、社交问题	和（中国朋友）或者女朋友（异地）诉说

从受访者遇到的问题可以发现，语言障碍问题、生活（习惯）问题是比较普遍的问题，此外还有经济压力等。在留学之初，语言障碍是其他受访者普遍遭遇的大问题，但是随着在泰时间的增加和泰语语言能力的提升，这个问题会逐渐缓解，一般到第二年这个问题已经有了较好的解决；在生活方式上遇到的问题，也多发生在来泰初期，集中表现为对环境不熟悉（语言又不好），交通出行方式的差异，办理业务不熟悉等；鉴于泰国留学的学费和生活费并不高，大部分学生都不存在经济问题，但是部分学生在本科毕业后，如果继续深造会对自己提出经济独立的要求，在实现这个目标的过程中可能会遇到经济压力。在面对这些苦难的解决问题方面，向朋友倾诉或寻求帮助是最普遍的策略，其中以中国的朋友为主，其次是向老师求助，另外还有向学长、邻居和女朋友倾诉或求助，因为所处的年龄段和地理阻隔等原因，没有受访者选择向家人倾诉或者寻求帮助。

有无泰国朋友可以作为在泰中国学生在日常生活中社会文化适应的衡量指标，交到泰国朋友在一定程度上说明了被访者有能力融入泰国当地社会，说明其适应不同文化的能力较高，因此可以通过分析受访者人际关系情况尤其是是否有泰国朋友来判断在泰中国留学生生活方面跨文化适应的情况。该方面的访谈结果显示如表 3:

表 3 受访者人际关系情况

编号	人际关系情况尤其是是否有泰国朋友
01	“比较好的朋友有四个，其中一个泰国人，一般的朋友（不深交）的会有更多。”
02	“比较好的（朋友）有四个，都是中国的，泰国朋友没有。”
03	“朋友挺多的，其中有一个泰国朋友，但更多的是和中国朋友聚。”
04	“比较熟悉的朋友大概有四个，里面没有泰国朋友。”
05	“之前较好的朋友有五六个，没有泰国人，现在他们毕业回国了，就没有朋友了。”

受访者均表示自己已有朋友，关系较好的普遍在 3-4 人，其中有两位有泰国朋友（01 号和 03 号），但相对于其他（中国）朋友来说，交往不是很深，而另外三位则表示没有泰国朋友。01 号和 03 号并不是泰语最好或者在泰时间最长的，在进一步的了解中作者发现，这两位同学性格比较外向，比较积极社交，生活状态也比较开放。受访者们拥有最多的还是中国朋友，关系最好的也是中国朋友，这印证了其他研究者提出的语言能力和价值观念是能否结交当地朋友的关键，但我们的访谈也发现受访者的性格因素和生活方式也是关键因素。

从个人的健康状况、睡眠情况以及回国意愿等三方面可以对在泰中国留学生的心理适应情况进行分析，对此笔者梳理了在访谈中受访者对此的表述，如表 4:

表 4 受访者健康状况、睡眠情况及回国意愿

编号	健康状况	睡眠情况（原因）	回国意愿
01	一直很健康	偶尔失眠（因为写论文）	愿意留在泰国（深造或工作）
02	一直很健康	偶尔失眠（家庭原因、考试压力）	会回国（家庭需要）
03	一直很健康	睡眠良好	愿意在泰国（深造）
04	一直很健康	偶尔失眠和内心压抑（情感问题）	回国（去高校求职）或创业
05	一直很健康	睡眠良好	不确定但是更倾向留在泰国

身体健康与否既反映出身体在新环境下的适应情况，也在一定程度上反映出受访者的心理适应情况，因为如果心理适应不佳的话最终也会在身体健康状况上有所反映；睡眠质量的好坏，是衡量身体健康和心理状态的重要标准，如果睡眠出现问题则反映以上两个方面都可能存在问题；从受访者的回答中不难发现，所有人的健康状态都很好，在睡眠方面，受访者整体上也是比较好的，有三位受访者表示偶尔会有失眠问题，最重要的原因是论文压力与考试压力，有一位受访者（02号）有一些家庭原因（老人重病），此外还有一位受访者是由于情感问题导致压抑。此外，回国意愿的高低是由在泰国的实际感受和来泰国之前的预期的差距造成的，如果受访者的实际感受低于预期则会表现为较高的回国意愿，反之则会很低，在我们的调查中除了一位受访者（02号）因为客观原因需要回国（照顾老人），受访者（04号）因为性格（比较恋家）原因和客观需要（给父母养老），其他三位受访者都倾向于继续留在泰国工作或者深造，再考虑到泰国作为一个传统的非移民国家，与欧美移民国家比较并不适合长期发展，可见大部分受访者在泰国的实际感受都要好于预期。综合以上三个方面可以发现，五位受访者在泰国的跨文化心理适应都比较好。

4.3 学业方面的跨文化适应状态

对泰国 A 大学中国学生学业方面的跨文化适应的考察主要从以下三个层面进行：通过“学习成绩与学习难度的感受？”“有无考试和毕业的压力？”这些问题考察受访者学习方面的情况。借助“是否经常去图书馆学习？”“课余时间喜欢在校园内和周边做什么活动？”这两个问题考察受访者感受中学校的支持情况（包括设施和管理）。从“有无参加过学校的学生会或其他社团？”“有无经常参加学校或者学院组织的活动？”这两个问题考察学生的校内人际交往情况。最后，综合三个层面的情况来判断受访者在学业方面的跨文化适应情况。

从学习层面来看，五位受访者的成绩都比较优秀，GPA 都处于较好的状况，就学习难度来看，大家都表示不难或者大多数时候不难；在面对考试和毕业方面大部分同学也表示没有压力或者压力不大，本科阶段的同学学习考试和毕业的压力较小（02号、03号），硕士阶段的同学一位表示有上课压力，但是因为使用了陌生的授课语言的缘故（05号），博士阶段就读的受访者感觉可能有难度，会有比较大的论文压力和毕业压力。具体情况见表 5：

表 5 受访者学习情况及考试、毕业压力

编号	学习成绩与学习难度感受	有无考试和毕业的压力
01	成绩优秀（GPA 3.8）/感觉不难	没有考试压力和毕业压力
02	成绩良好（GPA 3.4）/大多时候感觉不难	基本上没有考试压力和毕业压力
03	成绩优秀（GPA 3.7）/感觉不难	偶尔会有考试压力
04	博士课程有难度	会有完成论文的压力和毕业压力
05	成绩良好（还没考试）/大多时候感觉不难	有上课压力（因为泰语授课的原因）

从受访者的校内人际交往情况的回复来看（表 6），五位受访者中有三位（01号、03号、05号）参加了学校的学生会或者其他社团，另外有两位（02号、04号）分别因为语言障碍和时间不足的原因没有参与；五位受访者都有参与学校或者学院组织的活动的经历，但是参与频率各不相同，有三位受访者（01号、03号、05号）表示会经常参加，有两位受访者（02号、04号）表示会偶尔参加。结合了解到的受访者的个人情况和聊天内容，可以推测性格差异、语言能力和时间问题是导致受访者在该层次出现差异的重要影响因素。

表 6 受访者校内人际交往情况

编号	有无参加过学校的学生会或其他社团	有无经常参加学校或者学院组织的活动
01	有参加学生会	经常参加，还参加了校辩论会
02	没有（语言障碍）	偶尔参加
03	有参加学生会、摄影社团、记者团	喜欢参加学校的活动,还报名了运动会等
04	没有（时间不足）	有时候参加
05	有参加学生会和校爱心社团	基本每个活动都会去参加

从受访者对学校支持情况（包括设施和管理）的感受来看，受访的五位同学经常使用学校的图书馆，也会经常使用学校操场、健身房等设施；此外，受访者也经常去学校周边的咖啡店、商超以及菜市场等地购物或者放松；受访者对学校内的设施和校外周边的生活服务情况整体满意度比较高，能够比较好的满足在泰中国留学生的需要。此外在谈话中，也有多位受访者提及学校的宿舍管理、签证办理等服务也都比较让中国留学生满意。具体情况见表 7：

表 7 受访者学校支持情况

编号	是否经常去图书馆学习	课余时间喜欢在校园内和周边做什么活动
01	经常去图书馆，看书和休闲阅读	去操场跑步，泰拳中心练拳，菜市场购物
02	有时候去图书馆，写作业或整理笔记	去操场跑步，打羽毛球，商店购物
03	经常待在图书馆，看书或者完成任务	去学校健身房，图书馆，学校周边咖啡厅
04	常去图书馆找资料和看书学习	在校园里跑步、游泳和运动
05	特定时间段会去学习（考试前等）	在宿舍刷刷剧或者忙着做兼职，每天操场慢跑

笔者发现，在学习上受访者面临的压力总体不高，并因为学习层次的原因而有所差别；在校内人际方面也整体较好，但因性格差异、语言能力和时间原因而产生差异；学校支持方面受到了受访者普遍比较高的评价。综合以上三个层面的情况可以认定受访者在学业方面的跨文化适应情况整体较好。

4.4 其他方面的跨文化适应状态

相关研究表明，留学生的留学目的和期望不同，参与旅居国的社会文化生活方式和热情程度各不相同，在留学过程中的适应状况也不同,收获和感受也有很大差异。泰国作为一个传统的非移民国家,也不是发达国家，此外在教育方面也只是一个新兴的留学目的地国，与此同时选择来泰国留学的中国学生多来自二三线城市的中产阶级家庭或者城镇的富裕家庭，大多数学习成绩比较普通，因此结合以上两个方面，在泰国的中国留学生大部分在来泰国留学前设定的期望值并不是很高。

另一方面，泰国又是世界知名的旅游国家，曼谷作为一个国际化城市在现代化程度和国家化方面都有不错的水平，且地缘上与中国较近，文化和生活方式上的差异相对欧美国家要小，中泰关系长期稳定友好，泰国的高等教育国家化程度和水平都不错，此外，来泰留学的学费和生活费都不是很高，综合以上因素让来泰国的中国留学生在实际的留学体验中有了额外的收获，大部分在泰留学的中国留学生的实际感受都达到甚至超过了留学前的预期。在访谈中，五位受访者的实际感受都达到了留学前的预期,其中还有两位感受高于预期。另外，在访谈中关于未来的规划中，五位受访者都对未来规划的实现持乐观的态度，其中包括三位在规划中倾向于继续留在泰国工作或者深造的受访者。具体情况见表 8：

表 8 受访者其他方面跨文化适应情况

编号	实际感受比预期	个人的成长变化	对实现未来规划是否乐观
01	高于预期	更自信、脾气更好	乐观
02	达到预期	更成熟、更有目标	比较乐观
03	达到预期	更开朗主动、能力提升、视野更大	乐观
04	达到预期	更沉着、更知道放慢节奏生活	还算乐观
05	高于预期	提升了能力，丰富了阅历	乐观

5. 结论和建议

(1) 根据本次访谈的结果, 泰国 A 大学中国留学生日常生活方面的适应程度较好, 且随着在泰时间的增长而不断提高; 学业方面的适应也总体较好, 但因在学层次等的差异而有所不同; 此外, 绝大多数受访者在泰留学的实际感受都达到甚至超过了留学前的预期; 综上所述, 我们认为泰国 A 大学中国留学生的跨文化适应现状总体上处于比较好的状态。

(2) 访谈发现, 泰国 A 大学中国留学生在跨文化适应方面遇到的比较有代表性的问题, 在来泰初期主要是语言沟通障碍和生活习惯差异带来的不适应; 此外社交圈狭窄, 缺少当地朋友限制了留学生更好的融入泰国社会和更好的适应当地生活。为此, 我们建议来泰留学生应在来泰前后安排泰语课程和泰国文化与生活方面的培训, 留学过程中要积极主动的参加社交活动, 主动结识当地朋友, 拓展自己的社交圈。

(3) 综合其他研究者的观点和本次访谈的结果, 笔者发现除了语言能力和价值观念外, 个人的性格与个性、社交习惯和能力以及生活方式的不同都会对留学生的跨文化适应情况产生影响。因此从个人角度来看, 留学生应该主动培养乐观开朗的性格, 积极主动地参与社交并不断提高自己的社交能力, 采取开发包容和多样化的生活方式; 学校方面应该根据学生的性格等方面的差异, 为留学生提供多元化和人性化的支持和帮助, 协助留学生尽快适应新的环境。

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Thinking and Exploration of Online Teaching in Colleges and Universities during the Period of Epidemic Prevention and Control—A Case study of Dhurakij Pundit University

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Abstract

With COVID-19 raging around the world, the education industry has faced unprecedented challenges. Facing this popularity, colleges and universities adhere to the principle of "suspending classes and not stopping school". The online teaching model has been popularized and developed as never before, and large-scale online education has shown a new education normal. With the in-depth integration of information technology and education and teaching, the top priority is to establish a better online teaching model. How to use the existing online teaching model to maximize its advantages, avoid its disadvantages, and better implement the reform of online teaching methods is a necessary measure in a special period. In order to better implement online teaching, this article uses questionnaire surveys and interviews to discuss the problems in online teaching practice from the perspective of teachers and students, carefully analyze and summarize, and put forward corresponding suggestions from the three perspectives of teachers, students and universities.

Keywords: online teaching; colleges and universities; COVID-19

疫情防控期间高校线上教学思考与探索——以博仁大学为例

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摘要

随着新冠疫情在全球范围的肆虐，教育产业迎来了前所未有的挑战。面对疫情各高校秉持“停课不停学”的原则，线上教学模式得到了空前的普及和发展，大规模在线教育呈现出教育新常态。随着信息技术和教育教学的深度融合，打造更好的线上教学模式势在必行。如何将现有的线上教学模式进行扬长避短，更好推行线上教学方式改革，这是特殊时期的必要之举。为了更好的推行线上教学，本文通过问卷调查法及访谈法分别从学生及老师角度探究线上教学实践中出现的问题，认真分析与归纳总结，并从老师、学生及学校三个角度提出相应的建议。

关键词: 线上教学；高校；新冠肺炎

1. 绪论

1.1 研究背景

随着新冠肺炎在全球范围内的肆虐，对于全球的经济及社会活动产生巨大的冲击，同时也催生出了许多行业的在线化进程。教育行业作为最重要行业之一，为了积极应对此次疫情对社会生活带来的巨大变化，各高校秉持“停课不停学”的原则，全面普及在线教育模式，在线教育成为全球社会关注的焦点话题。在短时间内从传统线下教育全面转变为在线教育，暴露出许多线上教育模式存在的问题，疫情下不得已而为之的教育模式变革是机遇也是挑战。

1.2 研究创新及目的

本研究之目的在于疫情下对线上教育模式及影响因素进行探究，充分了解在线教育模式的优势与不足，为在线教育发展的推进提供借鉴，也为全面提升高校教育教学能力和创新人才培养提供新思路。此外本研究的创新之处在于在引用LICE模型（网络学习影响因素）为理论支持，对高校线上教学模式进行更深入的探究。采用问卷调查与访谈结合的方式来进行探究也是本研究创新之处。另外针对跨国高校学生线上教学模式的研究也较为缺乏，本研究之结论和建议也为此研究领域贡献一份力量。

2.文献综述

2.1线上教学影响要素

有关于线上教学影响要素的研究中，不同学者通过文献分析、实验研究、问卷调查等方法得出不同的结论，本研究整理归纳如下表所示：

表一 网上教学影响要素

参考学者（年份）	网上教学的影响要素
Webster and Hackley (1997)	将影响网路学习的因素归纳为：技术特性、教学者特性、课程特性和学习者特性。
Hill and Hannafin (1997)	元认知知识、空间定位感、自我效能感、系统知识及先前学科知识。
梁佳玲 (2002)	教材设计丰富性、课程互动策略、学员管理、学员信息素养及系统与网络质量。
薛雅明与徐玉环 (2006)	学习系统的质量、教学策略、学习者特性（自我效能感、自我调整能力与经验）。
Xiaojing Liu (2006)	网络学习的责任竞争合作、网上协作的满意度、网络教学能力、社会结构和社区感、课程设计、社交技巧。
汪琼 (2007)	通过对线上教学的深入分析，提出线上教学成功的认知因素、技术因素、教学因素和环境因素的四因素模型。
王昭君 (2007)	学生特性（自我效能感、学习动机）、网络课程特性（课程弹性、内容及呈现设计）、学习平台特性（易用性、稳定性、认知有用性）及教学互动（互动参与度、互动质量）。
张家华 (2009)	建立了学习者、教学者、网络课程及学习环境的 LICE 影响因素模型。
范丽娜等 (2017)	认为影响网路学习的因素包括差异性目标、教师角色、及学生体验。

2.2 LICE 模型

张家华和张剑平（2009）LICE 模型根据学习条件理论和教学系统要素理论，结合国内外相关研究成果而构建出了。该模型将影响网络学习的因素分为学习者(Learner)、教学者(Instructor)、网络课程(Curriculum)以及学习环境(Environment)四个方面，简称为LICE 模型。在该模型中，学习者因素是核心，它是网络学习的内部影响因素；教学者因素是关键，网络课程因素是基础，学习环境因素是保障，三者共同构成了网络学习的外部影响因素。内外因素共同作用于网络学习过程，从而对学习效果形成不同的影响。如下图所示：



图一 LICE模型

资料来源：张家华, & 张剑平 (2009)。网络学习的影响因素及其 LICE 模型。电化教育研究 (06), 73-77。

综上所述，线上教学是一个复杂的系统，各类因素对于线上教学的效果影响也有较大差别。李芒、徐晓东、朱京曦 (2007) 教与学始终是一个问题的两个方面，若从教学的角度出发，则可认为教学者因素是网络教学的内部影响因素，而学习者因素、网络课程因素、学习环境因素三者共同构成网络教学的外部影响因素。本研究以LICE 模型为理论支持，探究疫情防控期间高校线上教学模式，从学生、教师、网络课程因素、学习环境因素这四个方面进行探究。

2.3 教学方式

教学方式是指在教学过程中，教师和学生为实现教学目的，完成教学任务而采取的教与学相互作用的活动方式总称 Mayer (1990)。疫情爆发至今，老师开展线上教学工作主要采用录播教学与直播教学两种授课方式。录播：高校教师利用录播软件，在课前把需要教授的相关知识录制好，然后将录制好的课程传给相关班级学生，供学生自主学习。“文字+ 音频”“PPT+ 音频”“在线书写板+ 音频”是录播中最常用的形式。直播：高校教师利用“钉钉”“腾讯会议”等软件，在线即时传授知识，对于学生出现的问题及时解决。直播授课是线上教学方式中，交互性较强，与线下授课最为接近的一种授课方式。随着疫情的持续，全国各地都陆续展开了线上直播教学活动。任课教师可根据课程内容实际情况灵活掌握教学方式，以达到教学效果和教学质量为目的。

3. 研究方法

3.1 研究对象及方法

本研究以LICE模型为理论支持，从学习者因素、教学者因素、网络课程因素及学习环节因素四个维度16道题以随机抽样法向博仁大学东盟学院的中国学生通过“问卷星”在线发放网络问卷，有效回收电子问卷258份；在对中国学生发放问卷的同时随机抽样出5位博仁大学东盟学院老师从学习者因素、教学者因素、网络课程因素及学习环节因素四个维度进行深度访谈，受访者基本信息如下表所示：

表二 受访者基本信息

编号	性别	年龄	教龄	专业	职称
01	女	29	2年	通识	讲师
02	男	56	20年	旅游	讲师
03	男	40	5年	MBA	助理教授
04	女	34	1年	金融	讲师
05	男	32	10年	国贸	讲师

3.2 研究程序

本研究从学生和教师两个角度出发，对学生采用调查之问卷量表本研究在大量查阅相关研究文献，主要采纳张家华与张剑平 (2009) 两位学者的研究在其基础之上结合调查高校实际情况进行相应调整，对疫情期间线上教学采用的方式、授课平台、课程安排、线上教学与传统线

下授课相比的优缺点展开探究。对教师采用深度访谈的方法进行调查根据研究需要采用了线下面谈的方式进行，访谈前详细告知了访谈的目的及访谈材料仅对本研究使用，并获得了受访者录音的许可，最后根基受访者访谈时间先后顺序对其进行编号。

4. 研究结论与建议

4.1 授课方式及平台

第 1 题 疫情期间您网课学习方式是 [多选题]

选项	小计	比例
录播	117	45.35%
直播	246	95.35%
本题有效填写人次	258	

第 2 题 您进行网课学习的平台或 APP [多选题]

选项	小计	比例
Zoom	83	32.17%
腾讯会议	255	98.84%
钉钉	181	70.16%
QQ 课堂	109	42.25%
其他平台	15	5.81%
本题有效填写人次	258	

图二 授课方式及平台调查结果

资料来源：本研究整理

表三 受访者授课方式及平台访谈资料整理

编号	线上教学采用的授课方式	线上教学授课平台
01	直播教学	腾讯会议、QQ 课堂
02	直播教学	腾讯会议、zoom
03	直播教学	腾讯会议、zoom、钉钉
04	直播教学	腾讯会议
05	直播教学	腾讯会议、zoom、钉钉

结合学生问卷及教师访谈结果数据显示，直播与录播都是教师在线上教学期间会采用的线上教学方式，其中直播教学更为常见。通过访谈了解到老师们更倾向使用具有在线直播功能的平台来进行线上教学，其中腾讯会议使用率最高。由于疫情原因大部分学生还在中国无法返校，而老师们都在泰国，这就导致部分直播平台由于地域限制的因素无法正常使用，而腾讯会议操作简便在泰国和中国使用较顺畅所以更受教师和学生的青睐。

4.2线上教学优缺点分析

第4题 您认为网课学习的优点是 [多选题]

选项	小计	比例
空间及地点不受限制	216	83.72%
不受他人影响	124	48.06%
可以集中注意力	76	29.46%
交流讨论方便	92	35.66%
课堂氛围较轻松	138	53.49%
学习压力较小	132	51.16%
其他可补充	4	1.55%
本题有效填写人次	258	

图三 线上教学优点调查结果
 资料来源：本研究整理

表四 受访者线上教学优点访谈资料整理

编号	相比线下教学，线上教学具有什么优点？
01	提升课堂签到及作业收发效率
02	授课不受时间及空间制约，教学方式更灵活
03	学生不受时间及地点因素影响，课堂签到效率提升
04	借助平台相关功能辅助教学方式更灵活、多元化
05	教学更加灵活不受地域限制

结合学生问卷及教师访谈结果数据显示，线上教学最大的优势之一就是打破了空间及其地点的限制，只要有网络学习可以不再受时空和地域限制，可以随时随地进行教学活动。特别在疫情这种特殊时期，钉钉、腾讯会议、QQ 群课堂等在线平台的使用，也为“停课不停学”教育政策的实施，教师授课方式的多样化提供了保障。另外线上教学课堂氛围较为轻松、学习压力减少也被学生认为是优点之一，线上教学和传统线下教学相比虽打破了时空限制，为教学模式的改革提供了新思路的同时也对我们带来新的挑战。老师们也提到借助教学软件的协助，大大缩短了课堂签到、作业缴纳等时间提升线上教学课堂效率。

第5题 你认为网课学习的缺点是 [多选题]

选项	小计	比例
不如线下上课效果好	99	38.37%
难以集中注意力	96	37.21%
小组作业没有线下讨论方便	106	41.09%
没有线下上课有仪式感	108	41.86%
摄像头麦克风经常切错或误开	104	40.31%
网络状况迟缓、不同步	153	59.3%
不适应网课中的时差问题	49	18.99%
其他请补充	11	4.26%
本题有效填写人次	258	

图四 线上教学缺点调查结果
 资料来源：本研究整理

表五 受访者线上教学缺点访谈资料整理

编号	相比线下教学，线上教学具有什么缺点？
01	网络卡顿、学生频繁掉线、注意力不集中等
02	网络不畅通、上课时差导致学生迟到、课堂反馈不同步等
03	学生注意力不集中、学生学习环境嘈杂、学生网络卡顿掉线等
04	网络延迟、课堂监督力较弱、教学反馈不及时等
05	学生网络不畅、延迟卡顿影响学习效果、小组作业沟通问题等

通过学生问卷调查结果可以看出选择网络状况迟缓、不同步的占比最高，达到 59.3%。线上教学的进展顺利程度对通讯性能、学习支持因素有很大依赖性，需要教学双方网络都保持通畅、并保持在安静的环境下进行教学活动，只要其中一方出现问题都会使教学效果大打折扣；调查结果中还显示由于对教学平台使用不熟练在老师授课过程中出现学生语音及摄像头误开或切错的情况而打断教学进程、小组作业没有线下讨论方便及学生注意力难以集中出现上课挂机、早退等问题。由于线上教学外力监督较弱，对于自控能力较差、注意力难以集中、自主学习能力不足的同学来说，线上教学更是难上加难，教学效果与传统线下教学相比也较差。此外由于泰国时间与中国时间存在一个小时的时差，我校课表均按照泰国时间上课，就导致部分在中国的学生不适应上课时间的转换，经常出现记错上课时间而导致的迟到或缺勤问题产生。随着线上教学工作的深入开展，以上问题逐渐暴露出来。

通过对老师的访谈了解到在特殊时期，高职院校开展线上教学与传统面对面教学相比，暴露出以下教学问题及可能产生原因归纳为如下几点：

首先突入而来教学模式的转变，老师们缺乏相关线上教学和课堂管理的经验及手段，使得学生在线上教学过程中行为较为随意，缺乏课堂约束。其次学生上课硬件设备和网络条件良莠不齐，线上教学过程中经常出现学生反映自己设备故障或网络延迟卡顿等问题，导致教学效果无法保障。再者线上教学过程中学生面对的网络诱惑较多，老师又难以时时监管，学生学习专注程度和学习兴趣有所下降。最后线上教学过程难以得到学生及时反馈，老师们的教学效果和学生的学习效果反馈与改进有所滞后。

4.3 教学因素分析

第 7 题 您认为网课学习中最影响您学习效果的是 [单选题]

选项	小计	比例
教师教学方法和趣味性	114	44.19%
课堂氛围	77	29.84%
网络平台的功能性	67	25.97%
本题有效填写人次	258	

图五 线上学习影响因素调查结果

资料来源：本研究整理

表六 受访者线上教学因素访谈资料整理

编号	与线下教学相比线上教学课安排进行了哪些方面的调整？	与线下教学相比备课投入时间？
01	要求学生在聊天窗口进行互动	更长
02	加入更多案例讨论、课堂互动环节	更长
03	上课期间学生打开摄像头；启发式教学	更长
04	课堂签到、课堂答题等	更长
05	签到、课堂互动等	更长

通过学生问卷调查数据可以看出，线上教学期间老师的教学方法及教学设计对于学生的学习效果影响最为深远。线上教学与传统线下教学不同，老师和学生时空不同步；上课过程中也

反馈也有滞后性，所以教学方式也需要根据网络教学特性进行相应调整，扬长避短。我们对老师们进行深度访谈发现，在线上教学期间，老师们会投入更多的时间及精力去准备课程，课程设计方面也通过更多的案例分析、小组讨论等方式来增加课堂的互动频率；部分老师还会通过要求学生打开摄像头、课堂随机抽问、点答复习知识点等方式来及时获取学生反馈及课堂专注度；另外老师们在教授知识点的过程中也会以启发式教学为主，激发学生的求知欲，培养学生自主学习的能力。

4.4 网络课程因素分析

第 11 题 您对教师提供的教学大纲、课件、视频、习题、文献等课程资源是否满意: [单选题]

选项	小计	比例
非常满意	97	37.6%
满意	114	44.19%
一般	41	15.89%
不满意	3	1.16%
非常不满意	3	1.16%
本题有效填写人次	258	

第 12 题 您对教师在教学过程中的课堂互动是否满意: [单选题]

选项	小计	比例
非常满意	100	38.76%
满意	118	45.74%
一般	35	13.57%
不满意	1	0.39%
非常不满意	4	1.55%
本题有效填写人次	258	

图六线上教学网络课程因素调查结果

资料来源：本研究整理

表七 受访者线上教学网络课程因素访谈资料整理

编号	线上教学学生成绩考评标准	如何进行课堂互动
01	出勤、课堂互动、小组报告等	课堂提问、案例讨论等
02	课堂签到、课堂表现、作业等	案例讨论、随机点答等
03	上课打开摄像头、课堂互动等	课堂问答、启发式提问等
04	课堂签到、课堂互动、报告等	课前复习抽问、课堂答题等
05	课堂签到、课堂互动、作业等	课堂抽问、案例讨论等

通过对老师们深度访谈结果可以看出在学生期末成绩考评方面，老师们将学生课件在线查看情况及课堂互动情况加入到期末成绩考评中。线上教学与传统线下教学不同，传统线下教学老师与学生可以面对面进行教学，老师们一方面可以更好的进行课堂监督，另一方面老师可以通过学生的语言沟通及学生表情、动作等肢体语言及时获取课堂反馈，调整教学进度。

线上教学过程中，教学资料的呈现、习题的发放也依赖于教学平台的辅助。一方面老师们难以进行课堂监督，另一方面获取课堂反馈的渠道受到限制，老师们只能通过学生是否及时互

动和互动的频率来判断学生的同步情况及知识点的掌握情况。对学生而言，教学资料的呈现形式、课件的分析等也会直接影响学生的学习效果。如果缺乏学习交互也会影响到学生的学习效果及学习积极性，进而影响学习成绩。

4.5 教学方式倾向调查

第 10 题 如果您选择长期学习方式，您会选择 [单选题]

选项	小计	比例
线下教学	125	48.45%
网课直播式教学	75	29.07%
网课录播式教教学	58	22.48%
本题有效填写人次	258	

图七 教学方式倾向调查结果
 资料来源：本研究整理

表八 受访者线上教学倾向访谈资料整理

编号	如果您选择一直长期教学方式，您更青睐于哪一种？
01	线下教学
02	线上直播教学
03	线下教学
04	线下教学
05	线下教学

在教学方式倾向的调查中，有 48.45% 的学生更倾向于线下教学，而在更青睐线上教学的学生中有 29.07% 选择了直播教学；在对老师们的访谈结果中可以看出，大部分老师更青睐于线下教学，其原因可大致归纳为两个方面，一方面课堂监督力度更强，对于自律能力较弱、难以专注的学生而言学习过程中更加需要外力的监督。另一方面学习氛围更好课堂互动、反馈更及时，可以通过学生的反馈及时对课程进度教学安排做出调整。结合教师和学生的意见来看，虽然线上教学打破了时间空间的限制，但是线上教学对于网络设备等依赖程度高，并且线上教学模式对于学生自律能力专注能力有一定要求，并不适用于所有学生群体，传统的线下教学方式仍是不可被替代。

5. 研究建议

本研究的研究对象为泰国博仁大学东盟学院的老师及学生，对疫情期间线上教学模式进行探究，并结合学生调查问卷及对老师的访谈结果做出分析。因研究样本比较集中且各高校在疫情下开展的线上教学工作可能会根据疫情影响程度做出调整，因此本研究的结果不能代表所有高校的情况。本研究从教师、学生及学校三个角度进行思考，研究建议整理如下：

一、教师

目前暴露出的在线教育问题，不一定是固有的缺点，也可能是传统教学习惯与新新教学方式相冲突而产生的，以前传统教学方式的形成与在线教育模式必然存在不适应的情况，这种不适应的情况教师与学生都会存在。教师应该从学生的角度出发，打破传统教学模式，发挥学生主体地位，提升学生的课堂参与程度，让学生从被动接受知识转变为主动探索、主动学习；其二，增加课堂上与学生的互动，及时了解学生的反馈，增加课堂互动一方面可以获取及时的反馈，并根据学生掌握程度及时调整教学，另一方面也可以起到督促作用，对于自律性差，注意力难集中的同学进行督促；其三，加强对学生的监督，老师可以通过不定时签到、课堂抽问读秒数等教学环节的设计加强对学生的监督，老师的督促力对学生的学习效果有着很重要的影响。最后对学生的期末成绩进行多维度的考核，除了设定期末考试、小组报告以及平时出勤考核外，可以将学生课堂互动、课堂发言质量、小组讨论等列入到期末成绩考核项目中。

二、学生

线上学习对网络依赖度极高，课前选择好适合居家学习的场所，保持网络的通畅减少外界环境的干扰，良好的外部环境有助于提高线上学习专注度。其二，主动与老师同学探讨知识，提升自主学习能力及课堂参与程度，充分参与课堂，发表自己对于问题的见解，运用批判性思维进行思考，敢于提出自己的质疑与不同的见解。其三，对于自律能力较差的同学，可以寻求学习监督“伙伴”，例如成立任务打卡小组或互帮互助群，借用外力来约束自己。最后结合老师线上教学及其他的网络教学资源，梳理碎片化知识，构建属于自己的知识体系。最后根据老师的访谈结果显示，线上授课的考评都是以学生互动为基础，所以建议同学们除了集中精力听课及积极完成作业外，上课期间一定要积极的参与课堂互动，主动回答老师的提问及案例讨论，参与到课堂中来，遇到问题也要及时和老师反馈。

三、学校

目前线上教学老师们都采用的是第三方的平台进行，这就使得学生们需要根据老师们的不同要求在多个教学软件中辗转切换，在课件分享、作业收发、线上考试等环节中存在诸多不便。因此希望学校能构建统一的在线教育平台，提升教学管理的效率和统一性。线上教学与线下教学模式都存在各自的优缺点，线下教学相对具有更好的课堂氛围，课堂监督、师生互动效果和及时答疑解惑获取反馈都有着无可取代的优势，但在教学信息发布、课件分享及教学管理等方面则存在着沟通管理、信息收集效率较低问题。

线上教育教学能大幅拓展教学覆盖面，提升教育工作的效率，打破时间与地点的局限性。由于疫情现状导致还需要持续开展线上教学，学校应建立相关线上教学评估考察机制，不定期抽查教师们的教学状况；另外对老师们定期进行培训，分享线上教学经验及相关平台操作流程；并提供向学生发放调查问卷等渠道获取建议，为后续的教学工作开展、教学模式改革提供参考依据。由于线上教育短期内无法取代线下教育，现阶段推行的教育改革模式将以线下为主线线上为辅，寻求将线上教育合理嵌入传统线下教育模式中来，做到将不同的教学模式扬长避短有机结合，在优化教学质量、提升教学灵活性的同时实现高效的教学管理。

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The Trinity Strengthens the Education of Patriotism —— A case study of the Department of Grammar and Foreign Language of Xinhua College, Ningxia University

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Abstract

The main research problem of this paper is to explore how to implement and strengthen patriotism education in Colleges and universities in the new era, keep pace with the times, combine various ways to cultivate patriotism feelings, infiltrate patriotism education from military courses, make full use of red education resources to carry out party and League activities, and effectively play the role of retired students as role models. In the new era, we should explore the potential of military courses, cultivate patriotism, and explore more ways of military education, so that patriotism and red gene can be effectively integrated into students' Ideological and political work, and play the role of retired students as an example. The purpose is to make the red gene embedded in the hearts of more college students, which can effectively stimulate college students' patriotism, improve national security awareness, strengthen the concept of national defense, and enhance the sense of historical mission.

Key words: Patriotism; Color gene; Retired College Students

“三位一体”强化爱国主义教育——以宁夏大学新华学院文法外语系为例

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摘要

本文的主要研究问题是探究新时代下高校中如何将爱国主义教育落实并强化，与时俱进，结合多种方式厚植爱国主义情怀，从军事课程中渗透爱国主义教育，并充分运用红色教育资源开展党团活动、有效发挥退役复学生榜样作用。在新时代下，要发掘军事课的潜力，厚植爱国主义情怀，对军事课的教育途径及方式，进行更多的探究，使爱国主义与红色基因能够有效的融入学生思政工作，并且发挥退役复学生的榜样作用凝心聚力。目的在于让红色基因厚植于更多大学生的心中，可以有效激发大学生爱国主义情怀、提高国家安全意识、强化国防观念、增强历史使命感。

关键词: 爱国主义 ;色基基因; 退役复学大学生

当前，我国正处在百年大变革的时代，中华民族迎来了“从站起来、富起来到强起来”的伟大飞跃，各领域的深化改革，都是以习近平主席为核心的党中央着眼实现中国梦作出的重大战略决策为指导。在新时代，有效加强爱国主义教育，是高校思政工作者无法回避的一场大考。这场大考，考的是责任感，考的是执行力，考的是忠诚度。随着移动互联网技术的普及发展、5G时代的到来，高校的爱国主义教育所面临的挑战日益复杂化、多元化。笔者仅以宁夏大学新华学院文法外语系为例，探究高校辅导员如何以“立德树人”为根本任务，在新形势和挑战

下，探索强化爱国主义教育的有效道路，突出高校人才培养和军民融合的和谐统一，多措并举提升大学生理想信念和综合素质。

1. 大力发掘军事课潜力，厚植爱国主义情怀

2019 年国家教育部、中央军委国防动员部联合颁布了《普通高等学校军事课教学大纲》，以法律法规形式进一步规范高校军事课的各项细则，指导新时代大学生进行国防教育和军事训练。由此，军事课被纳入普通高等学校人才培养体系，列入学校人才培养方案和教学计划，实行学分制管理，课程考核成绩记入学籍档案。军事课由《军事理论课》和《军事技能》两部分组成，《军事理论》教学时数 36 学时，记 2 学分；《军事技能》训练时间为 2-3 周，实际训练时间不得少于 14 天 112 学时，记 2 学分。¹新大纲的实施，将军事课纳入到了普通高等学校人才培养体系中，是普通高等学校学生的必修课程，分为两门 2 学分的通识必修课，紧密结合立德树人的根本任务和强军目标为根本要求，从制度层面对高校提出了贯彻落实大学生军事理论教学和军事技能训练的要求，严禁以任何理由和方式调减、占用教学课时、训练时数。在新时代，军事课既是理论与实操相结合的通识必修课程，也是一门弘扬爱国主义精神与传承红色基因结合的课程思政。

1.1 在《军事技能》课中渗透爱国主义的红色基因

首先在共同条令教育与现地教学训练过程中向学生传播爱国主义集体观念；按照新大纲要求——承训部队教官和随训专职辅导员组织《军事技能》的训练与思政教育，共同条令教育和分队的队列动作是必训模块，要求通过承训部队教官带领学生学习中国人民解放军的《内务条令》、《纪律条令》和《队列条令》，实操分队队列中的集合、离散、整齐报数、出入列、行进与停止和方向变换，使学生从理论层面了解中国人民解放军《内务条令》、《纪律条令》和《队列条令》的主要内容，增强高校大学生的组织纪律观念，培养学生令行禁止、团结奋进、顽强拼搏的过硬作风。在组织这一模块具体教学训练过程中，各高校随训军事技能课教师或专职辅导员可利用训练间隙或晚自习时间组织学生学唱爱国主义主题歌曲——既要学习歌曲本身，也要通过挖掘歌曲创作的时代背景、作曲作词人的生平经历、体会歌曲的内涵主旨，使学生深刻理解歌曲表达的爱国主义内涵，通过艺术感受红色文化的魅力。在宁夏大学新华学院 2019 年度《军事技能》课训练过程中，笔者发挥自身优势，从宁夏大学新华学院文法外语系 2018 级在校生中组织 3 名退役复学生共同完成了《邱少云之歌》、《莲花星火》、《强军战歌》三期爱国主义主题军歌宣传黑板报。在为期 14 天的训练中持续弘扬和培育爱国主义精神，取得了预期效果。所以，有条件的高校可以联系承训部队或学校附近爱国主义教育基地进行现地教学，走进爱国主义氛围浓厚的部队或教育基地，进一步让学生感受革命英雄主义、集体主义、爱国主义三方面的精神。

其次是要在战术模块训练中穿插爱国主义红色故事。在战术模块中，要求承训部队教官依据大纲要求，组织学生了解中国人民解放军现役轻武器的战斗性能、掌握单兵战术基础动作、了解中国人民解放军步兵战斗班组的协同和战术原则，培养学生良好的战斗素养。在组织这一模块具体教学训练过程中，各高校随训军事技能课教师或专职辅导员可利用训练间隙或晚自习时间开展爱国主义主题战术战例讲解，通过讲解我军各历史时期步兵战斗英雄事迹的方式，使学生体会以杨根思、邱少云、庞国兴、王杰、顾金海等不同历史时期的中国人民解放军战斗英雄在艰苦恶劣的战斗环境中通过扎实的技战术动作保家卫国的事迹，进一步激发学生强烈的爱国主义情怀。在宁夏大学新华学院 2019 年度《军事技能》课训练过程中，笔者结合原服役部队英模人物，重点制作了《烈火中永生的邱少云》和《宁夏籍战斗英雄顾金海》两期微课及板报，让学生在训练休息过程和晚自习时间里了解英模事迹，感受先烈们的爱国主义情怀，在达到了军事技能课训练目的基础上，也在部分学生内心中“种下了崇尚英雄的种子”，激发了部分学生参军入伍立志报国的意愿，取得了预期效果。在宁夏大学新华学院 2019 年度《军事技能》课科目汇报表演中，笔者积极协调学院军训团领导、承训部队主官、退役复学生，首次将学院退役复学生与 2019 级新生混合编组为一个加强步兵班，任命退役复学生为骨干担任各战斗小组组长，配以介绍退役复学生原部队战史的解说词，圆满完成了《加强步兵班进攻坚固

¹ 教育部, 中央军委国防动员部. 《普通高等学校军事课教学大纲》[Z].

目标及解救人质》科目汇报表演,充分发挥退役复学生的作用。通过新老生混合编组,展现退役复学生扎实的战术素养,进行爱国主义宣传,达到预期效果,后期经对比,2019级报名参军入伍学生数据,明显高于往年同期水平。

最后通过战备基础与应用训练的模块营造爱国主义氛围。在此模块训练中,行军拉练为必训科目,承训部队教官和专职辅导员全程组织陪同学生进行徒步行军。行军拉练既能培养学生应急处突能力,也能在训练中对磨炼学生的意志力。古语有云:“工欲善其事必先利其器”;唯有劳其筋骨、在行军中切实付出体力才能让学生感受到美好生活的来之不易,将爱国主义精神落于实地。行军拉练属于军事技能训练的重难点,前期组织工作头绪多、行军过程中安全隐患较多,也要求承训部队教官和参训师生提高认识,加强警惕。恰恰是在这样的环境下,才是大力弘扬和宣传爱国主义精神的契机,可通过拉练全程播放爱国主义歌曲和英烈故事提振士气、拉练休息间隙宣讲爱国主义微课等活动使学生初步达到认同“携笔从戎舞干戚,报国猛志固常在”的观点,为后续军事课教师在进行《军事理论》各章节授课过程中弘扬爱国主义精神、传承红色基因、提高学生综合国防素质打下良好的基础。²

1.2 在《军事理论》课中宣讲爱国主义事迹故事

根据《普通高等学校军事课教学大纲》(教体艺{2019}1号)文件中对《军事理论》课程各章节设置细分及指导思想,结合宁夏回族自治区高校现阶段使用的教材,可以使大学生掌握基本军事技能和军事理论,增强国防观念,树立国家安全意识,加强组织性、纪律性,培养爱国主义、集体主义、革命英雄主义精神和艰苦奋斗、吃苦耐劳的作风,磨炼顽强的意志品质,激发学生战胜困难的信心和勇气,树立正确的世界观、人生观和价值观。³在具体的授课过程中,军事理论课教师应该严格按照大纲规定,结合教材、课件、音视频使学生理解中国国防的内涵和历史,树立正确的国防与爱国主义观念。授课教师要深刻理解《军事理论》课,以习近平强军思想和习近平总书记关于教育的重要论述为遵循原则,全面贯彻党的教育方针、新时代军事战略方针和总体国家安全观,以立德树人的根本任务和强军目标为根本要求,着手培育和践行社会主义核心价值观,以提升学生国防意识和军事素养为重点,为实施军民融合发展战略和建设国防后备力量服务。⁴在重点讲授中国国防章节时,利用好10学时的时间,可结合所在省(自治区)和高校参军激励政策、当地英模人物事迹、重要节日时间节点、爱国主义题材军事电影讲评等时机适时开展爱国主义教育。笔者2020年在宁夏建设职业技术学院和宁夏体育职业学院以外聘军事课教师身份讲授《军事理论》中国国防章节时,曾探索两种方式进行爱国主义宣讲:一是布置调查报告作业,要求学生5-8人组队,通过3周时间准备,任选《英雄儿女》、《高山下的花环》、《八佰》、《金刚川》四部电影中的一部,从军事角度和爱国主义角度对电影创作背景、主要人物原型、电影主题等方面进行探究,使学生通过查找资料、协同配合、原创文稿、制作汇报PPT中体会爱国主义,启发学生自我教育;二是结合近期新闻热点,在保证大力弘扬爱国主义精神和传承红色基因的原则下,充分发挥移动互联网作用,选取迎合学生审美观的爱国主义抖音、快手等短视频进行爱国主义教育,例如笔者曾在抖音中选取了邱少云生前所在部队宁夏籍战士执行班公湖边境武装对峙任务的短视频,进行爱国主义和大学生参军激励政策宣讲,用身边的事例有效激发了学生的爱国热情。三是在讲述国家安全章节内容时,将教材、课件、视频、案例“四位一体”融合,既让学生深刻认识到国家安全的内涵,理解新时代我国总体国家安全观和面临的日益复杂的安全形势,也适时通过弘扬国家安全领域的英模人物事迹来增强学生爱国主义情怀和忧患意识。笔者在这一章节的授课过程中,曾尝试播放国防大学金一南2020年“胜者思维”主题演讲视频后,布置浅谈华为5G技术与国家安全联系的小论文作业,也是启发学生通过小组合作的方式在完成作业的过程之中潜移默化的自我培育出爱国主义和忧患意识。从批阅作业后的结果来看,基本达到了预期效果。四是在军事思想章节授课过程中,着重引导学生对比中外军事思想差异,了解毛泽东军事思想、邓小平新时期军队建设思想、江泽民国防和军队建设思想、胡锦涛国防和军队建设思想、习近平强军思想,

²教育部,中央军委国防动员部.《普通高等学校军事课教学大纲》[Z].

³董晓军,杨斌.《新编普通高等学校军事课教程》[M].北京:航空工业出版社,2019.7

⁴教育部,中央军委国防动员部.《普通高等学校军事课教学大纲》[Z].

认识到习近平强军思想也是在新时代的军事领域实践中逐步形成的科学理论，穿插介绍我党我军军事思想指导下的经典战例进行爱国主义宣讲。

在有效发掘军事课潜力，厚植爱国主义本色的过程中，笔者也发现了存在的一些现实问题，诸如师资队伍建设和教师发展的阶段性短缺现实、教师实际面授课大班（超过 100 人以上规模）效果不理想、高校间落实课堂教学和教师面授主渠道作用不明显、课程考核和督导评价体系不完善等情况，既需要各高校加快步实大纲要求的伐落，也需要授课教师带头发挥能动性予以克服。

2. 将爱国主义与红色基因有效融入学生党团建工作

在新时代，无论是军事课教师，还是从事思政工作的教师和辅导员，都应该认识到红色资源是中华民族伟大的精神宝库。在高校学生党团建工作中，善于利用红色资源，切实加强对于新时代大学生的红色文化教育引导，有利于发挥红色资源的教育功能与资源优势，推动爱国主义教育。利用红色资源，挖掘专职辅导员、学生党支部、学生团支部、学生党员、学生干部同讲共评爱国主义微课并将其融入学生党团建工作中，有利于强化爱国主义教育。

2.1 充分挖掘红色文化资源

红色文化是新中国建立和建设过程中的文化结晶。在高校学生党建工作中，如何将红色文化深入融合到学生群体当中，是值得探究的一个问题。红色文化的强化融合，一要在思政课中高唱红色主旋律，营造传承红色文化的积极氛围，拓展红色文化的覆盖面；二要打造红色文化主阵地，通过理论教学设计、实践教学组织、借助网络进行教学创新，把红色文化深入贯彻到思政课教学中；三要创新手段，发挥大学生主体作用，采取互动式、启发式、交流式教学，特别是结合重要纪念日开展升国旗、讲唱红歌、讲爱国主义与红色微党课、讲爱国主义与红色主题团日活动等方式，拓展红色文化资源更多渠道。

2.2 切实开展形式多样的党团活动

在新时代，紧紧围绕“立德树人”的核心，扎实推进“三全育人”，高校思政工作者要用心带动学生党员，并组织学生们参与到各类爱国主义与红色活动中，引导学生学习党史和新中国史，培育爱国主义情怀——志存高远，脚踏实地，争做时代的弄潮儿。2019年宁夏大学新华学院文法外语系各学生党支部已在系党总支的领导下，组织开展了《讲唱红色经典、礼赞伟大祖国》系列红色宣讲活动，活动以党的十九大精神和习近平新时代中国特色社会主义思想为指导，紧紧围绕“立德树人”的核心，扎实推进“三全育人”教育工作。在学生党员的带领下组织学生们参与了红色“微课堂”爱国主义宣讲活动，引导学生学习党史和新中国史，激发爱国主义情怀，坚定理想信念，同时，老师们也在不断探索新时代、新要求下大学生思想政治教育工作的新途径。按照宁夏大学新华学院《关于开展宁夏大学新华学院“不忘初心 牢记使命”红色“微课堂”爱国主义宣讲活动的通知》等相关文件要求，不仅在学院的大学生活动中心召开了“红色微课堂”爱国主义宣讲活动动员大会，使宁夏大学文法外语系学生对“红色微课堂”爱国主义宣讲活动有了全面正确的认识，也引导同学们爱党爱国，坚定信念，励志成才，报效祖国，也为后期顺利开展红色微课堂活动奠定基础。

按照宁夏大学新华学院《关于开展宁夏大学新华学院“不忘初心 牢记使命”红色“微课堂”爱国主义宣讲活动的通知》，结合实际，宁夏大学文法外语系邀请学生处、团委、其他系老师充实宣讲团，选拔培养学生宣讲队伍，依托文法外语系教工党支部和 5 个学生党支部政治理论学习、系团委学生会主题活动、年级大会、主题班会、晚自习开展“红色微课堂”宣讲，以红色家书、红色故事、红色歌曲进行“两充实三模块四节点”宣讲，共开展 54 次宣讲，受众教师 54 人，实现在校学生全覆盖，受邀其它院系宣讲 17 次。在宣讲过程中，文法外语系还组织了与银川能源学院滨河校区红色“微课堂”交流座谈会、文法外语系体测宣讲双结合活动、“传承革命薪火、讲述红色故事”主题演讲比赛等活动，在学生群体中引起强烈反响，育人效果明显。

通过组织各类爱国主义活动，使广大师生在浓厚的红色教育和爱国主义氛围中感受到课前同观影、课上共互动、课中记笔记、课后齐探讨的“四位一体”宣讲效果，教育引导学生用自己的实际行动把爱国责任扛在青春的肩上，激发培养学生爱国情怀。

3. 凝心聚力树起退役复学生榜样作用

高校中的退役复学生群体随着我国新时代国防现代化建设，规模数量逐年扩大，经历过2年以上军营军事训练和基层党组织系统规范政治教育的群体，是在高校中大力弘扬爱国主义的中坚力量，完全可以发挥好模范带头作用，高标准严要求，激发身边同学强烈的爱国主义情怀，带动身边学生自觉融入其中。

3.1 坚定信念

对于退役复学生群体来说，坚定理想信念，在现实中体现和落实到一言一行、一举一动，都对身边学生带动作用明显，这也就要求这一群体不忘初心、矢志不渝听党话、跟党走，悉心体悟习总书记讲话所体现的马克思主义信仰、共产主义理想、中国特色社会主义信念，在学习生活中感受担当的魅力、真理的魅力和信仰的魅力，坚定对党的科学理论的信仰。要时刻保持清醒头脑，以强烈的忧患意识，认清当前我国日益复杂的安全形势、隐秘多样的意识形态领域斗争、不良社会风气对高校学生坚守信仰高地带来的巨大挑战，时刻谨记各类惨痛教训，在自觉学习回顾党史军史中坚定对科学理论的信仰。要充分发挥自身红色资源优势，学史明理、研史启智、知史尽责，以史为鉴，真正让红色基因融入学生内心，切实从中汲取信仰的力量。

3.2 履职尽责，坚持“敢打必胜”的使命感

对于退役复学生群体来说，行动比表态更重要，担当比承诺更有效。组织参与爱国主义活动，没有旁观者，谁也不是局外人。对每个退役复学生来说，立足本职位置，拿出担当的勇气和精神，勇于站在高校爱国主义活动前列，“召之即来，敢打必胜”，就是这一代退役复学生的历史担当，树立“改革没有完成时”的理念，以“敢打必胜”的信念迎接改革大考，积极投身改革、献身改革，自觉的行动将改革进行到底，确保习总书记一声令下，一马当先，一往无前，争当各领域改革的排头兵！

3.3 遵规守纪，突出“守纪如铁”的纪律观

古语有言，“没有规矩，不成方圆”。我们的党和人民军队就是靠着钢规铁纪，赢得了全国百姓的理解和信任：“冒雨睡在屋檐下”、“我站立的地方就是中国”、“人民军队为人民”的军规都留存于心，这些画面让多少人热泪盈眶，从此坚定了拥护中国共产党的信念。可见纪律是我党我军克敌制胜的法宝，也是我们必须坚守的底线。

作为一名退役复学生，不管其理想信念有多么远大坚定，如果身上出现了违纪违规事件，那么其高校生涯就必然就会前功尽弃。如果这一群体缺乏定力、为欲望所制，就有可能在各种诱惑中迷失自我，丧失信仰、柱折屋塌，那么所谓的规章制度也就成了一纸空文。因此，作为高校复学大学生士兵以及高校专职辅导员，也应对退役复学生强调纪律的重要性。

3.4 筚路蓝缕，传承“艰苦奋斗”的优良传统

一名退役复学生或许很难干出惊天动地的事业，但这一群体集合起来同样可以在本职岗位上实现价值——如许三多那样不管别人怎么看，坚持自我精武强能；像《三八线》上那些战士，不畏艰难险阻同仇敌忾；似西藏高原哨所那些官兵，默默奉献。其关键就在于形成“艰苦奋斗”的创业观。

结语

在目前高校大学生价值观多元化和意识形态斗争日益复杂的现实情况下，当代大学生要努力做社会主义合格接班人，厚植爱国主义情怀和红色基因，才能投身于社会主义社会的建设之中。作为高校思政工作者，投身于高校学生教育工作之中需要不断探索并完善课程思政和思政课程的有机融合。培养当代大学生爱国主义情怀以及自我学习教育能力，要切实结合时代特色开展形式多样的思政课程和课程思政，在新时代下充分挖掘红色文化资源，坚定理想信念，向学生传递更多的爱国主义文化，厚植红色基因，培养学生的忧患意识。今后关于爱国主义教育、红色基因的传承，还有着很多需要高校思政工作者奋斗努力的地方。作为高校专职辅导员，有义务也有责任将爱国主义与红色基因融入学生的日常思政教育和党建团建之中，让当代大学生可以在更加丰富的形式、多元化的思政教育中传递新时代的文化自信力量。

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The Influence of High School Students' Learning Pressure on Academic Performance in Guizhou: Self-regulation as a Moderating Variable

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Abstract

This research is based on 600 students from two high schools in Guiyang City, Guizhou Province in the first grade, second grade and third grade. Adopt the "Middle School Student Learning Pressure Questionnaire", "Self-Regulated Learning Scale (Chinese Version)" and questionnaires for centralized testing. In order to explore the relationship between high school students learning pressure and academic performance, and the moderation between learning pressure and academic performance. The results of the research are: The study pressure of high school students has a positive and significant effect on academic performance, and self-regulation has a moderating effect between the study pressure and the sense of academic performance.

Keywords: Learning Pressure; Academic Performance; Self-Regulation

贵州省高中生学习压力对学习的影响： 以自我调节为调节变量

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摘要

本研究以贵州省贵阳市某两所高中 600 名高一到高三年级学生为研究对象，采用《中学生学习压力问卷》、《自我调节学习量表（中文版）》和调查问卷集中施测，为探讨高中生学习压力与学习成绩之间的关系，以及自我调节在二者之间的调节作用。研究结果为：高中生学习压力对学习成绩有正向显著的影响，而自我调节在学习压力与学习成绩之间有调节效果。

关键词：学习压力；学习成绩；自我调节

1. 绪论

1.1 研究背景与动机

当今社会的竞争日益激烈，中学生普遍面临较大的心理压力，而学习压力则是其心理压力的最主要来源（汪家杰，2016）。近年来由于学业负担不断增加和家长寄予巨大期望，青少年背负着过大的学习压力（Kumar & Jadaun, 2018）。然而目前的高中生表现出了诸多令人堪忧的学习问题，比如学习积极性不高、学业倦怠、对未来职业发展没有良好的规划、沉迷网络，高中生学习的问题已经变成了一个社会大众普遍关注的问题（龚柳，2017）。而学习压力（Academic stress）成为目前中学生所面临的主要压力（Selye, 1976）。Dollinger et al. (2001) 提出压力将会对学生的学习成绩产生直接的作用。

高中生之所以产生学习压力，是因为不能够正确看待学习过程中的困难和面对学习过程中良性竞争而导致部分同学心理失衡，没有做到对学习的自我调节，从而产生学习压力。通过毅力、意志力以及自我调节等相关非智力因素的探究，发现部分高中生没有学习目标，没有坚强意志和毅力，没有科学合理的进行自我调节，在学习过程中成绩不高（吴萍萍，2009）。所以

重视提高学生的自我调节学习能力，成为教育研究者们更加注重研究的重要方向（高丙成，2011）。

自我调节学习概念最初是由美国的心理学家 Bandura (1970) 提出的，在他看来，自我调节的进行并不是仅靠意志控制来实现，同时也需要借助于一系列子功能的发挥（张林、周国韬，2003）。在高中学习自我调节过程中，学会控制学习压力是保证学生学习状态的重中之重，为实现科学合理的自我调节，应当学会将压力转化为动力，在压力过大的情况下学会舒缓压力，合理安排学习进度，才能取得更好地学习成绩（李子欣，2018）。

社会认知理论的观点认为，人之所以做出某种行为是因为人在社会中对周围的环境进行了认知和加工，人主动地去认识这个世界去发现这个世界了解这个世界把对这个世界的认知在脑海中加工，形成人自己对这个世界的认知（戴芬，2019）。

综上所述，人的行为不仅仅受到环境的影响，也不仅仅受到个人内在能力的影响，而是受到个人因素和环境因素的相互影响。高三年级的学生处于高中时期的最关键时刻，因为等待他们的是人生中最重要的一道门槛——高考，课业量、考试量都大幅度增加，他们不仅需要面对家人和老师的期望，还要应对同学之间的竞争、自己未来发展的忧虑（贺红阳，2019），所以本研究是以高中生为研究对象探讨高中生学习压力对学习压力的影响，以及在自我调节的调节作用下学习压力对学习压力三者之间的关系影响。

1.2 研究目的

本研究是以高中生为研究对象主要探讨高中生学习压力对学习压力的影响，以及在自我调节的调节作用下学习压力对学习压力三者之间的关系影响。本研究的研究目的主要是探索高中生学习压力对学习压力的影响，以及在自我调节的调节作用下学习压力对学习压力的关系影响。

1.3 研究意义

国内有关自我调节学习的研究始见于 1995 年周国韬在《外国教育资料》上所发表的题为《自我调节学习论》的文章（戴健林，1999）。这篇文章介绍了自我调节学习理论的背景及潜在的教育心理研究价值。目前随着社会的速发展，各个学段的学生学习压力都在日益增大，其中尤为令人关注的就是高学生的学习压力问题。面临着高考的巨大压力，教育学者们认识到了学生的自我调节不足导致各种学习问题的出现的现象。本研究在自我调节情境下，通过对学生进行问卷调查来预测学习压力对学习压力的影响，并探索自我调节对学习压力和学习压力的影响，这不仅可以为已经出现了自我调节变量的学生进行及时的干预提供理论依据，为学生的学习提供进一步的理论指导，还可以预防高中生因为压力所带了一些负面情绪，从而促进高中生心理健康的发展，并为素质教育的开展提供新的视角。

1.4 研究创新和研究空白点

在众多的高中生心理健康问题中，尤其是来自学习的压力是当前高中生存在的最严重的心理问。目前研究多是探讨小学生或是初中生为研究对象，教育界对高中生心理健康教育缺乏应有的重视，同时，以往研究的研究方法主要限于文献查阅，其结果缺乏实证研究的支持。鉴于此，本研究在已有的理论基础上，采用问卷调查的方法，探索高中生自我调节在学习压力和学习压力上发展的特点及其与相关因素的关系。

综合已有的研究发现，研究学者对于一般压力的研究很多，相关的压力量表较多，但是针对学习压力的量表较为缺乏，对于学习压力的专门研究较少(Khosa & Volet, 2013)，以往对学习压力的探讨主要集中于对学业自我概念的评价，而没有从内在社会认知方面来进行考察（孙文杰，2019）。运用社会认知理论的思想和方法对不同学生的学习压力自我调节发展水平与内在认知图式及其他人格因素之间的关系进行探讨，进而从因果关系上对学习压力和学习压力的关系给出合理的解释。

2. 文献综述

2.1 学习压力

朱智贤（1989）《心理学大词典》对它的解释是：学习压力是指由在生活中学习所引起的心理上负担和紧张感。Higgins et al. (1992) 认压力为是加快一个人内心所产生的一个不平衡状态的原因，是个体感受到威胁或危险的认知和身理反应。孟迎芳（2001）有如下解释“学习压

力也就是指学生在学习过程中对外界环境所提出的要求进行认知和评价，如果学生认为这些要求超出了自己的应对能力，就会在心理上产生‘焦虑’‘紧张’等情绪，学习压力也由此而生”。综上所述，学习压力是人在生活学习的过程中所承受的精神负担，又是指学生在心理上、生理上和社会行为上可以评价和判断的反应。

2.2 学习成绩

朱智贤（1989）认为学业成绩的获得主要包括两个因素，一是学习，二是训练，通过这两种方式，学生可以获得知识和技能。学习成绩是对学生学习活动成果较为客观的评定，反映学生对每个学科知识的了解掌握程度和质量及学生学习整体适应状况，同时也是衡量学生认知、情感发展水平的重要依据（宁慧芳，2015）。《澳大利亚教育词典》认为“学习成绩是一个学生所学课程、所获等级以及所完成的其他学业的累计成绩的记录，是学生完成学习时授予证书的依据，并可以经由学校以统一书面报告单的形式提供给个人（梁燕莹，2020）。综上所述，从广义上讲，学习成绩是某种能力的考试测验的结果，从狭义上讲，是指学习成绩，代表考试的分数，成绩代表的是结果，代表过去，是对过去某些活动的总体评价。

2.3 自我调节

Zimmerman (1989) 最早给出的定义如下，自我调节学习是个体为了达到学习目标和优化学习效果，从某种程度上，从元认知、动机和行为开始，愉快的参与学习任务的过程，且是主动地调节认知、情绪和行为过程（王雨露，2008）。Yusoff and Arifin (2015) 另一种定义认为，学生可以刺激维持认知，行为和情感系统，以指向实现目标的过程。杨春（2016）认为自我调节学习是一个主动的自我建构过程，个体为了实现自己的准确目标，尝试着去计划、监督、控制和反思自己的认知、动机和行为。综上所述，自我调节学习意味着，学习者积极利用调节元认知，动机和行为的过程，以提高学习效果并实现学习目标。

2.4 学习压力与学习成绩之间的关系

野晓航（2003）经过调查研究指出压力是把双刃剑，过强的压力会使学生的心理紧张状况过高导致焦虑长此以往就会导致成绩的下降，而适当的压力能够持续的催促学生向前奋斗、拼搏，对于学生的学习是有积极的正面作用的，进而将学生成绩提升、实现人生目的潜力激发出来（尉海婷，2018）。学习压力还直接影响着学生的学业成绩，成绩越差的中学生，学习压力越大，学习成绩越好的中学生，学习压力越小（刘在花，2016）。压力需适当，太少或太盛都是有害的，只有在适当的情况下，才能对学业成绩产生积极的影响（尉海婷，2018）。综合以上学者的相关研究得出，学习压力与学习成绩间确有密不可分的关系，也间接说学习压力与学习成绩间可能具有因果关系。

H1：学习压力对学习成绩有显著负向影响。

2.5 学习压力、学习成绩、自我调节之间的关系

刘怡辰（2018）巨大的压力使学生懈怠，不利于高中生的心理调节，影响他们的学习成绩。在学习过程中经常有同学复习或做题强度过大，却并未产生可观的学习效果；也有同学对学习过于放松，导致学习没有动力，为实现合理的自我调节，应当将压力转化为动力，在压力过大的情况下学会舒缓压力，合理安排学习进度，才能取得更好地学习成绩（刘丽红，2014）。经常有同学复习或做题强度过大，却并未产生可观的学习效果；也有同学对学习过于放松，导致学习没有动力，为实现科学合理的自我调节，应当学会将压力转化为动力，在压力过大的情况下学会舒缓压力，合理安排学习进度，才能取得更好地学习成绩（李子欣，2018）。

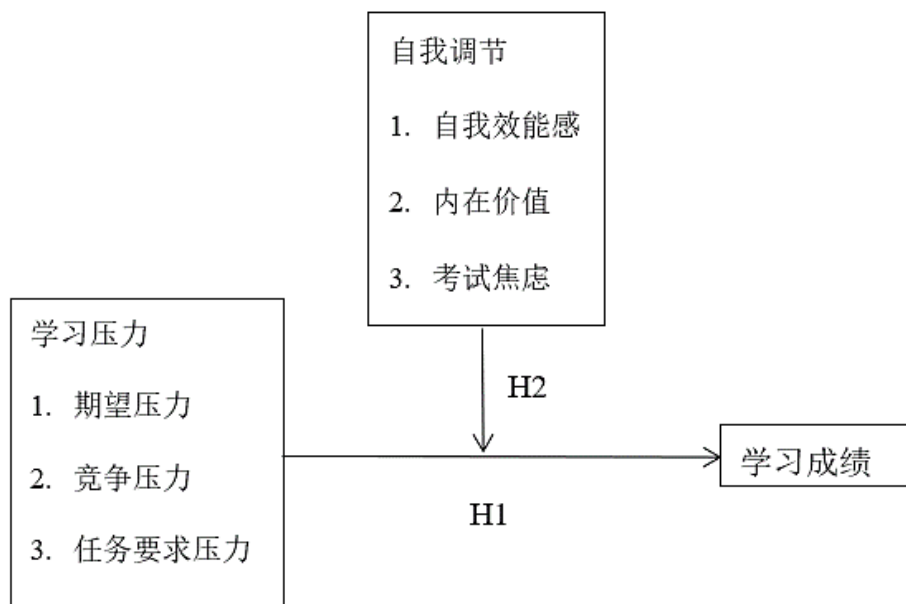
本研究将以社会认知理论为基础，人的行为不仅仅受到环境的影响，也不仅仅受到个人内在能力的影响，而是受到个人因素和环境因素的相互影响，据此理论高中生的自我调节会因为个人的行为和周边环境的影响从而影响学习压力对学习成绩之间的影响，而学习压力和学习成绩同样会因为个人潜在的因素、个人的行为和周边环境的因素所产生影响。探讨贵州省高中生学习压力与学习成绩之间的影响，并验证自我调节在学习压力与学习成绩间的调节作用机制。

H2：自我调节在学习压力与学习成绩之间产生调节作用

3. 研究方法与设计

3.1 研究框架

本研究以社会认知理论以贵州省某两所普通高中为研究对象，探讨学习压力对学习成绩的影响及自我调节在学习压力与学习成绩之间产生的调节作用，如图一所示。



图一 研究框架图

3.2 研究对象与抽样

高中阶段作为链接义务教育和高等教育的重要阶段，历来是课程改革的重点，为了减轻高中生学习压力和学习负担，以贵州省为例进行高中阶段课程改革，确定贵阳市 30 所学校为试点学校（邹联克，2012），所以本研究在贵阳市 30 所试点学校里面选取两所普通的高中的学生为研究对象，利用立意抽样的方法对每所高中的高一、高二、高三年级，在每个年级随机分别抽取两个班 110 人，两所学校共计 660 人。排除无效问卷后，有效问卷一共 600 份，有效率为 90.9%。基于吴明隆（2006）建议预测试的人数为问卷题目数最多分量表的 3-5 倍，本研究最大量表的题数为 62 题，故抽取 200 份样本作为预试样本进行问卷的发放。Gorsuch and Venable (1983)建议正式样本的数是题目数量的 5 倍，本研究量表总题数为 95 题，故后续发放正式问卷 660 份。

3 研究工具

3.3.1 学习压力量表

本研究采用《中学生学习压力问卷》(SSA)进行压力水平的调查，该问卷是由西南师范大学的陈旭博士在 2004 年编制的（陈秋怡，2018），问卷包含了期望压力、竞争压力、任务要求压力、挫折压力和自我发展压力 5 个维度，共 62 个题。采用李克特 5 级评分制，1 表示没有压力，2 表示压力小，3 表示压力中等，4 表示压力较大，5 表示压力很大，几乎无法承受。对该量表进行预试分析，Cronbach's α 系数.932。验证性因素分析结果各维度的 CR 值在.911 到.972 之间，AVE 值在.642 到.774 之间， χ^2/df 、RMR、RMSEA、AGFI、NFI、CFI、IFI、GFI 值都达到适配。

3.3.2 学习成绩

采用被试者 2020 年的数学、语文、英语三门公共课成绩成绩，有研究说明，语文、数学和英语三门公共课成绩是有效的代表中国学生学习成绩的指标(Chen et al., 1997)，一共 3 门课程的考试成绩。对每个学生成绩用数字编号，将各科成绩在本年级范围内转换成标准分数，最后以 Z 分数的相加总分作为学习成绩（周颖与刘俊升，2014）。对学习成绩的高低分组进行高低组之差异检定，其 t 值都达显著水准,表示本研究所调查的学生成绩的高低分是存在差异,具有可信度。

3.3.3 《自我调节学习量表（中文版）》

此量表最初是由 Pintrich and Groot (1990) 编制的, 后经 Rao and Sachs (1999) 修订形成了现在的中文版本, 现共有 44 个题目。其中包括自我效能感、内在价值、考试焦虑、认知策略和自我管理五个分量表, 其中考试焦虑维度的 4 个项目均为反向计分题目。该量表采用李克特 5 点计分的方式, 1 代表着完全不符合, 2 代表着比较不符合, 3 代表着部分符合, 4 代表着差不多符合, 5 代表着完全符合。总体得分高的就表明自我调节学习水平越高。对该量表进行预试分析, Cronbach's α 系数.905。验证性因素分析结果各维度的 CR 值在.896 到.953 之间, AVE 值在.615 到.686 之间, χ^2/df 、RMR、RMSEA、AGFI、NFI、CFI、IFI、GFI 值都达到适配。

3.4 数据处理

本研究采用问卷调查的方法, 研究人员对回收的问卷进行编号, 并对空白卷, 填写不完全的问卷视为无效问卷进行剔除。对采集的有效数据使用 Spss20.0 进行处理, 使用资料分析描述性分析、项目分析、探索性因素分析、差异分析、相关分析、回归分析。

4. 研究结果

4.1 基本资料分析

样本结构为其中男生人数为 314 人, 占 52%; 女生为 290 人, 占 48%, 男女比例基本呈持平状态, 男生比例略高于女生比例。年级的部分, 高一、高二、高三年级都是 200 人各占 33.3% 占比相同。

4.2 高中生在学习压力、学习成绩与自我调节的相关分析

为了解贵州省贵阳市高中生学习压力、学习成绩及自我调节的相关情形, 以 Pearson 积差相关进行分析, 以了解三者之间的关联性, 由表一分析结果得知, 贵州省贵阳市高中生学习压力与学习成绩之间呈现负相关, 且达显著水平($r=-.342, p<0.001$), 说明贵阳市高中生学习压力越大学习成绩就越低。贵阳市高中生学习压力与自我调节之间呈现负相关, 且达显著水平($r=.359, p<0.001$), 说明高中生学习压力越大自我调节水平越低。贵阳市高中生学习成绩与自我调节之间呈现正相关, 且达显著水平($r=-.302, p<0.001$), 说明贵阳市高中生学习成绩越高, 自我调节水平就越高。

表一 高中生在学习压力、学习成绩与自我调节的相关分析

		学习压力	学习成绩	自我调节
学习压力	Pearson 相关性	1		
学习成绩	Pearson 相关性	-.342***	1	
自我调节	Pearson 相关性	-.359***	.302***	1

注: *** $p<.001$

4.3 高中生在学习压力、学习成绩与自我调节影响的回归分析

本研究探讨贵州省贵阳市高中生在学习压力、学习成绩与自我调节影响情形, 以及高中生自我调节在学习压力与学习成绩两个变量之间的调节效果。通过分析结果发现, 模型一在回归分析检验背景变项对学习成绩的影响关系 R^2 为 0.007, 性别标准化回归系数达到显著水平($\beta=-0.084, p<0.05$), 高中生的性别可以显著地预测学习成绩, 而在年级标准化回归系数的预测作用不显著($\beta=0.004, p>0.05$)。

模型二以回归分析检验学习压力对学习成绩的影响关系在控制了性别和年级之后 R^2 为 0.123, 其标准化回归系数达到显著水平 ($\beta=-0.342, p<0.001$), 表示高中生学习压力可以显著的预测学习成绩, 学习压力上得分越高的高中生表现出越低的学习成绩, 也就是说高中生学习压力越大, 学习成绩越低。

模型三同时将背景变项和学习压力与自我调节加入回归模型中 $R^2=0.160$, 学习压力标准化回归系数达到显著水平($\beta=-0.268, p<0.001$), 表示高中生学习压力可以显著预测学习成绩, 自我调节标准化回归系数达到显著水平($\beta=0.206, p<0.001$), 高中生自我调节可以正向预测学习成绩, 高中生自我调节得分越高, 学习成绩越高。说明高中生自我调节水平越高, 学习成绩

就越好。通过上述分析后，本研究研究假设 H1：学习压力对高中生学习成绩具有显著负向影响，研究假设成立。

模型四同时将背景变项、学习压力、自我调节、学习压力与自我调节的交互作用加入回归模型中，以阶层回归检验自我调节在学习压力与学习成绩间的调节效果 $R^2=0.166$ ，学习压力标准化回归系数达到显著水平($\beta=-0.248, p<0.001$)；自我调节标准化回归系数达到显著水平($\beta=0.210, p<0.001$)；学习压力与自我调节的交互作用($\beta=-0.081, p<0.05$)，学习压力可以负向的显著预测学习成绩。自我调节在学习压力与学习成绩之关系中起到了调节作用。并且在此阶层回归中 VIF 皆小于 10，因此，学习压力、自我调节和交互作用项彼此之间没有共线性。通过上述分析后，本研究假设 H2：自我调节在学习压力与学习成绩之间起调节作用，研究假设成立。

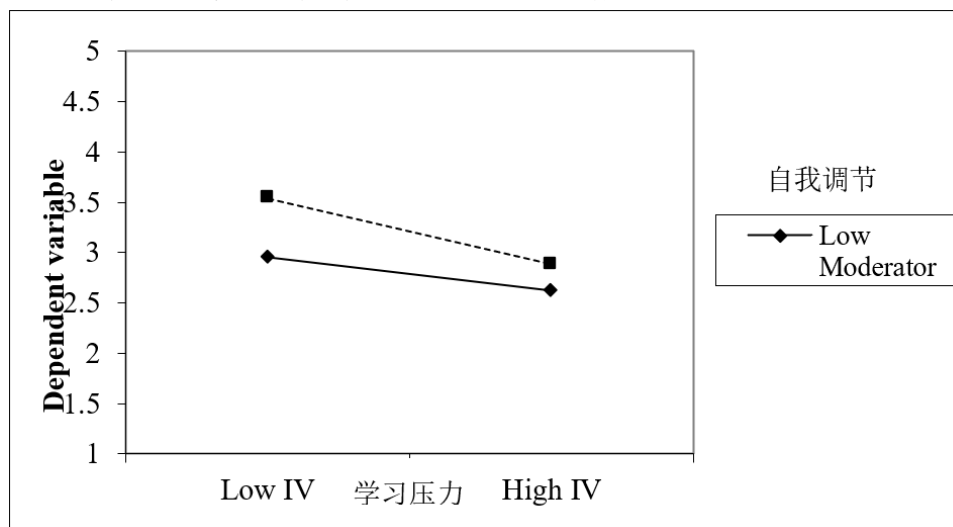
表二 高中生在学习压力、学习成绩与自我调节影响的回归分析

变项	学习成绩			VIF
	模型一	模型二	模型三	
背景变项				
性别	-.074	-.075*	-.076*	1.003
年级	.032	.026	.030	1.014
自变量				
学习压力	-.342***	-.268***	-.248***	1.223
调节变量				
自我调节		.206***	.210***	1.153
交互作用项				
学习压力 x 自我调节			-.081*	1.063
R ²	.123	.160	.166	
ΔR ²	.119	.154	.159	
F	27.931***	28.343***	23.689***	

注：* $p<.05$ ；** $p<.01$ ；*** $p<.001$

4.4 高中生自我调节在学习压力与学习成绩之间的调节效应图

为了检验进一步分析自我调节在学习压力与学习成绩之间关系的调节作用。我们将应用 Aiken and West (1991) 提出的调节效应图，如图一。结果显示，高中生的自我调节在学习压力和学习成绩起到了抑制作用；总的来说，当高中生自我调节水平处于较高的水平时，高中生的学习压力对学习成绩的影响是较为强烈的，当高中生自我调节处于较低时，高中生学习压力对学习成绩的影响会逐渐减缓，说明高中生自我调节确实存在调节作用。



图一 高中生自我调节在学习压力与学习成绩之间的调节效应图

5. 结论与建议

5.1 讨论

A. 高中生学习压力对学习成绩具有显著负向影响

根据本研究结果发现，高中生学习压力与学习成绩存在显著负向影响。亦即高中生学习压力越高，其学习成绩越低。这与已往研究结果野晓航（2004）一致，即高中生学习压力与学习成绩具有显著负向影响。说明过大的学习压力对学生的成绩存在负面影响。从整体来看，学生的学习压力过大，其学习成绩会下降，反之亦然，学生的学习成绩过差，其学习压力会增大。当学生感觉对生活或学习上挫折过大时，挫折压力得不到有效的释放，从而影响其学习成绩的下降；但当学生生活或学习上的挫折压力越小时，其学习成绩会上升。当外界对学生的期望变大时，会因为期望压力大无法承受并转化这样的压力，影响其考试的正常发挥，导致考试成绩的下降；反之亦然，当学生的学习成绩变差时，会因为迫切想要改变这种现状而导致其学习压力的增大。

B. 高中生自我调节在学习压力与学习成绩之关系中存在调节效果

学习压力和自我调节的交互作用达显著，自我调节在学习压力与学习成绩之关系中存在负向调节效果，这与以往有研究发现以自我调节为调节变项能够显著预测后期的学习成绩（焦小燕，2012）相似，为实现科学合理的自我调节，应当学会将压力转化为动力，在压力过大的情况下学会舒缓压力，合理安排学习进度，才能取得更好地学习成绩（李子欣，2018）研究一致。当高中生的学习压力直接影响学习成绩时，学习压力对学习成绩的负向作用效应较大，当加入自我调节后，当高中生自我调节水平处于较高的水平时，高中生的学习压力对学习成绩的影响是较为强烈的，当高中生自我调节处于较低时，高中生学习压力对学习成绩的影响会逐渐减缓，说明高中生自我调节确实存在调节作用。在本研究中高中生的压力来自外界的压力和学生自身内部压力而并非单一的压力认为是学习压力；自我调节学习水平也会因为来自外部和学生内部的因素而影响自我调节水平的高低；学习压力同样会因为来自外部和学生内部的各种因素而影响学生的学习成绩。高中生的自我调节学习水平越高；学生学会自我调节后找到了一定的学习方法，使学习更加容易，学生的学习压力就会越低，反之学生的学习成绩就会越高有着增强的作用；高中生自我调节水平越低，学生没有调节个人、环境特征和表现时，学习压力就会越大，反之学习成绩就会越低。

5.2 研究建议

A. 教育者们重点关注如何降低高中生的学习压力来提高学生的学习成绩

在中国这样的文化背景下，高考的升学压力会使许多学生的学习成绩有影响，希望能有好成绩，成就更好的自己。这会极大的调动学生的学习积极性，提高自我调节学习水平能力。普通高中教育作为基础教育的重要组成部分，与义务教育和高等教育联系在一起。教育者协助家长和学生降低外部压力和内部压力影响，尽量不将外部因素压力强加给学生，可以适当的增加作业量来提高学生学习成绩，同时能够与学生换位思考，真正融入学生，与学生共同学习；帮助学生降低高中生内部的个人因素，通过自我调节把学生内部个人因素和外部因素的压力转化为学习的动力，使学生快乐的学习，同时也会提高学生的学习成绩；对学生进行有效引导，能够通过引导学生自我调节对学生在面对压力时进行有效疏导，帮助学生建立良好的自我调节能力，避免学生因外部和内部的压力导致的不良因素。

B. 教育者们重点关注如何提高高中生的自我调节学习水平来提高学生的学习成绩

由于高中知识学习难度加大，学生在考试中会体验到更多的失败，其学习自我效能感可能会有所下降，出现焦虑不安，灰心失望等不良情绪，需要老师和家长能及时发现问题，因势利导，帮助学生合理的归因，正确看待失败，提高耐挫力，帮助其认识到高中知识的难度，看到自己的努力，并能及时调整学习策略，鼓励其多向老师、同学请教问题，改进学习方法等。所以老师针对这部分学生应及时加强学习自我调节的自我效能感培养，例如，可以在课堂提问、作业批改、成绩反馈等教学环节中为学生创造更多的学习成功的机会，多表扬少批评、多鼓励少打击，从而强化学生的自信心。总之，通过各种途径和方法，提高学生的自我调节学习能力，既有利于提高当前的学习成绩，又能降低高中生的学习压力。

5.3 研究限制

在本研究进行的过程中，由于受各种主观及客观因素的影响，认为研究还是存在一定的不足与遗憾。

A.本研究主要通过研究高中生在学习压力情境下对学习成绩的影响，以及在自我调节的调节作用下，学习压力对学习成绩的影响，但对于学生为何在高中阶段有压力，并未进行深入探讨，个人认为这有待于进一步进行深入研究。

B.本研究由于人力、物力条件所限，在样本选取上不怎么充分，样本数量不太多，只对两所学校进行取样，而研究对象也只仅限于高中生。样本代表性不够。

C.本研究对于高中生的学习压力对学习成绩的影响，以及在自我调节的调节作用下学习压力对学习成绩的影响，只是采用了问卷调查的方法，缺乏了一定的实践性。

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The Localization of Chinese Textbook Complication Theory and Practice Take Highway Basic Chinese compiled for DRU Samut Prakan Campus as an Example

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Abstract

In 2020, some scholars found that the localization of country-specific textbooks will be a new direction for the development of international Chinese textbooks. Thailand is one of the leading country for the promotion of Chinese overseas Chinese education in Southeast Asia, and localized Chinese teaching textbooks in Thailand are still in the early stages of development until at least 2015. Presently, Chinese textbooks specially compiled for Thai Chinese language learners are still very rare. The author decided to compile a set of fast-track Chinese textbooks (first textbook in a trial compilation) to solve the serious problem that the textbooks for the optional Chinese courses at the Rajabhat University of Thonburi (Thailand) could not meet the learning demands of its students. At the same time, the writer also look forward to contributing to the localization of Chinese teaching textbooks in Thailand, and doing his part for China's overseas Chinese language education.

Keywords: Chinese Textbook compiled by oneself; localization; optional courses

泰国本土化汉语教材编写理论与实践 --以吞武里皇家大学北揽分校《汉语入门高速路》为例

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摘要

2020年有学者研究发现国别化教材的本土化将是国际汉语教材研发的新方向。泰国做为中国海外华文教育在东南亚推广的龙头阵地之一，至少到2015年为止泰国的本土化汉语教材还处于发展初期。目前专门以泰国汉语学习者对象所专门编写的汉语教材依然非常的罕见。笔者决定编写一套（先试编一套中的第一本）能速成的汉语教材来解决泰国吞武里皇家大学北揽分校汉语选修课教材不符合学生需求这一严重问题。同时也期待能为泰国汉语教材本土化事业添砖加瓦，为中国海外汉语教育事业尽自己的一份微薄力量。

关键词: 汉语教材；自编；本土化；选修课

1. 引言

国际汉语教材的研发是一件功在当代，利在千秋的庞大的事业，单枪匹马是无法完成这一庞大事业的，需要学界齐心协力，众人拾柴火焰高，才有可能完成这一项事业。目前学界普遍认为最现实的做法是加大“本土化”汉语教材的编写，“本土化”汉语教材的编写既要增加编写出来的教材的数量，又需要严格把关，提高所编汉语教材的质量。这将是一个旷日持久的工作。笔者以一个在泰国历经十余所大中小学和语言培训中心的的教学经历积累的十几年的教学经验，发现这么多年教学所使用过的众多汉语教材中没有一本能够满足所有的汉语教学需求，都或多

或少的需要老师对教材内容进行一定的增删才会比较适用，一定程度上证实了想通过一套教材来满足各种类型的汉语教学基本是乌托邦，但是如果所工作的单位组织专家学者就本单位汉语学习者需求情况来编写教材，十有八九单位没办法投入足够的人力和物力，只能靠老师按当地实际需要对待现有教材进行一定的编写补充和删减来实现汉语教材的本土化是比较切合实际的做法。

已有研究证实泰国直到 2015 还仍然处于汉语教材本土化的初期。同年也有研究证明泰国很多汉语教材存在用泰文音标代替汉语拼音的现象，导致学生发音不标准。这些年泰国的本土化汉语教材的研发必然在持续进行之中，但是肯定还远远不能满足泰国汉语教育界对于适用的汉语教材的需求。解决泰国本土化汉语教材短缺的根本之路，除了必要的本土化汉语教材编写理论的研究之外，更为重要的是以现有理论为指导，脚踏实地的去编写适合本土需求的汉语教材--哪怕仅仅只适合本学校使用，以编写出来的汉语教材的数量方面的积累，迟早能够引起泰国本土化汉语教材的质变。笔者决定编写一套（先试编一套中的第一本）能速成的汉语教材来解决泰国吞武里皇家大学北揽分校汉语选修课教材不符合学生需求这一严重问题。同时也期待能为泰国汉语教材本土化事业添砖加瓦，为中国海外教育事业尽自己的一份微薄力量。

2. 文献综述

2009 年汉语国别化教材国际研讨会是学界召开的第一次有关国别化教材的高层次专题研讨会，会议的第四点共识指出在国外出现的中外合作编写的汉语教材，由于参编的外籍学者达不到参编汉语的水平，仅仅只起到翻译的作用，因此对外汉语教材在以国内编写队伍为主的同时，应该吸收国外的一流学者--那些具有多年教学经验、专业知识强、精通本土语言 and 谙熟本地文化的优秀本土老师。（郑通涛 et al., 2010）狄国伟（2013）研究发现据国家汉办统计全球出版了 15,000 种左右汉语教材，已经初步解决了教材有和无的问题，但是国际汉语教师在选择教材时还是难以选出满意的、符合当地实际的“本土化”教材。周小兵 y 陈楠（2013）研究发现一版多本的教材随着海外对汉语学习需求的不断增加而呈快速增长的趋势，中国“一版多本”汉语教材在本土化方面做了很多努力，有不少成果，但对比海外教材，“一版多本”在本土化方面还有不少改进空间。陆俭明（2013）研究发现没有“普适性”为基础，“国别化”只是贴标签而已。吴应辉（2013）研究发现真正“普适性”汉语教材是一个难以实现的理想，但可以作为一个永恒的方向，而“本土化”汉语教材则是一个看得见摸得着的目标，是提高各国汉语教材针对性的现实出路。潘先军（2014）研究发现 2014 年前国内出版的汉语教材就达 3,300 种以上，因为教材国别性不够，适用性差，没有多少能“走出去”。解决国别性不够的一个方法就是实现国际汉语教材的本土化。刘光洁（2015）研究发现国别性汉语教材首先要考虑的就是它的目标受众在国家层面所具有的一致性或相似性，这是国别性汉语教材的根本特性所在。胡晓慧（2010）研究发现目前的小语种汉语教材多数仅仅停留在以小语种进行注释的低级层面上，离真正意义上的小语种汉语教材建设工程相距遥远。王跃峰 y 刘香君（2011）研究发现由于汉语与学习者母语之间在发音、语法、书写等方面差别很大，任何一套教材都无法“通吃”，编写区域化的汉语教材的需求越来越强烈。周小兵（2017b）研究发现东南亚缺乏适用的汉语教材。二十世纪末开始，“本土化”汉语教材飞速发展，出现了国外教师主导编写，中外教师合编，中外教育机构合作编写，中国老师编写，孔子学院教师编写等几种编写形式。（周小兵 et al., 2018）韩秀娟（2020）研究发现国别化教材的本土化将是国际汉语教材研发的新方向。

泰国法政大学中文系老师韦丽娟（2007）研究发现泰国汉语教学中所使用的教材大多是北京语言大学编写的，但是真正找到一本好用的教材却很困难。如果有教学经验的中国汉语老师和泰国汉语老师合作编写教材，编起来会顺手，质量也容易得到保证。彭小娟（2012）研究发现已出版的八百多种汉语教材中商务汉语方面的教材针对的主要是社会地位相对较高的商务管理层人士，即使初级商务汉语口语方面的教材也没法满足笔者实习的正大技术经济职业学校教学的需要，因此她自编了《泰国便利店汉语口语》。曾在泰国呵叻府呵叻学院中医系任教的张梅（2014）研究发现目前泰国本土化汉语教材并不算多，大部分学校使用的仍然是通用型汉语教材，这些教材基本由中国编写而成，因此教材相对较中国化，这类教材对于国外的汉语学习者来说，显得不太适用。曾以志愿者汉语教师身份在泰国佛统府皇家大学梁琪（2015）研究发

现在泰国很难找到具有本土化特色的大学教材。佛统皇家大学所使用的教材中很多都是英文注释的,只有极少数口语交际类教材带有本土泰国特色的泰语教材。教材多是适应欧美文化的,针对泰国本国文化和国情编写的教材却很少。曾在那空沙旺皇家大学工作过的赵梦(2015)研究发现泰国的本土化汉语教材还处于发展初期,与其配套的各种资源还比较匮乏。张曼(2015)研究发现目前泰国出版的汉语教材较少,有个现象就是很多泰国汉语教材用泰文音标来代替汉语发音,这让泰国学生发音不标准。

综上所述可见自 2009 年首届汉语国别化教材国际研讨会举办至今已经 12 年了,学界在对外汉语教材的编写方面取得了很多有价值的研究发现,并已经逐渐发现国别化教材的本土化将是国际汉语教材研发的新方向。

3. 研究方法

1. 文献研究法: 研究人员广泛地分析一些重要的文件、学术文章、期刊和书籍出版物,以补充使用采访、观察或问卷等数据收集工具所产生的结果,这种作为佐证测量结果或者验证结果的文献法也属于文献研究法。(肖军,2018) 笔者在文献研究方面首先是通过中国知网搜集大量的近 12 年来对外汉语教育领域的国内领军级专家学者对于对外汉语教材编写方面相关的研究文献,再研究泰国同行编写的对泰汉语教材的心得体会或者对泰国现有的“本土化”、“国别化”教材的使用情况及不足之处等相关研究,做为笔者自编泰国“本土化”汉语教材的理论参考和依据。

2. 教育观察法: 在现代教育科研事业不断深入探索的过程中,观察法渐渐的变成了收集教研资料的重要方法,其应用范围越来越广泛,取得的成效也越来越突出。在教育科研的过程中,观察法往往被分成两种方式:分别是实验观察和参与观察。(肖永旺,2018) 笔者根据近十五年,历经十余所大中小学和培训中心的课堂教学参与观察,特别是笔者以吞武里皇家大学北揽分校任教五年中所教过的汉语选修课的大学生们作为重点观察对象,根据观察结果总结出泰国大学生的学习特点、学习需求和比较感兴趣的学习内容来编写汉语选修课教材试稿。

3. 教育实验法; 教改实验的指导思想是教学内容的现代化,为使新编教材能为学生接受和掌握,有的国家(如苏联)曾进行了长达 10 年的教学内容改革实验,有的国家(如美国)以通过广泛的试用检验新编教材的适用度,判断其价值性。可见新编教材需要教育试验和试用实践加以检验。(张定璋,1991) 真金需要火炼,大火去除金子中的杂质,才能得到真金。实践出真知。只有把所编汉语教材成稿应用于汉语选修课教学实验,通过课堂教学才能真正评测所编教材内容是否合乎大学生们的汉语学习需求,在试用后总结不足之处,并对照汉语教材本土化编写的思路与原则进行归纳分析总结,并针对性的对所编教材内容进行修正增删,才能开发出更加符合泰国大学生对于汉语选修课的实际学习需求的汉语选修课教材。

4. 问卷研究法: 问卷研究法是调查研究方法的一种。主要通过问卷来收集第一手材料,然后经过理性思维加工,从而掌握事物的规律性。问卷调查法研究历史久,有一套操作程序。(邹金汇,2016) 孔子曰“三人行必有我师”,以调查问卷的形式就所编教材的各章节内容收集同行们和使用过此试编汉语选修课教材的大学生们们的意见反馈,再与教材编写的思路 and 理论进行分析印证,来逐步对照所编写的课文内容是否合理,是否能吸引学生的兴趣,能否有更合适的编法,以此来修正教材的内容,来增加所编教材的泰国本土化程度。

4. 研究内容

4.1 泰国大学和吞武里皇家大学北揽分校汉语教材现状

截止到目前,泰国大学的汉语教材可谓五花八门,百花齐放,仅就泰国大学而言,地区不同(北部,中部,南部),学校性质不同(公立大学和私立大学),使用的汉语教材也大相径庭。(赵梦,2015) 从学生所学专业来看,有很多和汉语言关联度稍低的专业。学生们学习的专业不同,学习汉语的要求肯定也不一样,因此,选用和编写适合学生学习情况和特点的汉语教材十分重要。(张梅,2014) 以笔者所兼职的吞武里皇家大学来说,汉语专业的教材有非常多,但在本文中笔者自编的教材的服务对象不是汉语专业的大学生们,而是工商管理学院选修汉语课的大学生们。本大学分校的工商管理学院的专业和汉语的关联度非常的低。

吞武里皇家大学北揽分校的学生相较于曼谷校本部，分校的学生普遍没有汉语基础，而且前一门汉语课程和后一门汉语课程之间的时间间隔非常久，经常是学生上了后面的中文课程时，早就忘记了之前学习过的汉语课程的内容。此分校的汉语课程一共有三门，分别是：1.《汉语入门》；2.《汉语口语入门》；3.《商务汉语入门》。每一门课持续五个周日，实际上课时间为一天四个小时；也就是说学生们二十小时需要学完一本汉语教材。对于没有汉语基础的学生们需要在二十小时学完一本汉语教材，而且要通过笔试考核，无疑是一件非常有挑战性的事情。所以学生们希望有一套简单，精炼，易学的汉语教材。

目前分校现用汉语教材的生词和补充生词的数量情况如下：

表一 第一门课《汉语入门》，全书 10 课，生词和补充生词的数量如下表：

第几课	生词 (个)	补充生词 (个)
第一课	10	0
第二课	15	0
第三课	16	0
第四课	21	0
第五课	23	0
第六课	21	0
第七课	15	10
第八课	26	9
第九课	27	12
第十课	26	13
总计	214	44

表二 第二门课《汉语口语入门》，全书 10 课，生词和补充生词的数量如下表：

第几课	生词 (个)	补充生词 (个)
第一课	10	0
第二课	12	0
第三课	15	0
第四课	20	0
第五课	17	5
第六课	11	7
第七课	14	8
第八课	20	6
第九课	22	9
第十课	23	14
总计	164	49

表三 第三门课《商务汉语入门》，全书 12 课，生词和补充生词的数量如下表：

第几课	生词 (个)	补充生词 (个)	专有名词
第一课	8	0	0
第二课	7	10	8
第三课	6	0	0
第四课	8	25	0
第五课	6	0	0
第六课	11	0	0
第七课	12	4	0
第八课	11	7	0
第九课	9	0	0
第十课	10	2	10
第十一课	8	0	0
第十二课	9	8	0
总计	105	56	18

由上述三份图表, 我们可以看出第一册一共有 10 课, 有 214 个生字, 44 个补充生词, 平均大概每一课有 26 个生字词; 第二册一共有 10 课, 有 164 个生字, 49 个补充生词, 平均每课 21 个生字词; 第三册一共 12 课, 一共有生词 105 个, 补充生词 56 个, 专有名词 18 个, 平均每课有 15 个生字词。按《新汉语水平考试大纲-HSK 一级》要求学生掌握 150 个生词的标准, 分校现用的第一门课的汉语教材就要求学生掌握 258 个生词, 难度双倍于 HSK 一级要求掌握的词汇数量; 第二本汉语教材掌握 201 个生词, 如果只是从需要掌握的生词量来看, 似乎不算太难, 实际, 课文里很多词汇选自 HSK 三级和四级; 至于第三本商务汉语入门教材, 虽只要求学生掌握 179 个生字词, 但是很多课文词汇来自于 HSK 五级和六级。《新汉语水平考试大纲-HSK 一级》主要面向按每周 2-3 课时进度学习汉语一个学期(半学年), 掌握 150 个最常用词语与相关语法知识的考生。但是北揽分校 3 门汉语课程一共才 60 学时, 却需要学习 600 来个汉语词汇, 目前还没有找到相关的研究实验能证明学生能在 60 学时实现这样巨量的汉语学习任务。

4.2 编写动机

因为分校汉语课程目前所用教材难度太高, 超过了学生们的汉语基础和学习能力, 很难调动学生的学习积极性。上课时, 学生们有如听天书, 不利于教学的开展, 如果用扣学生的平时分来迫使学生认真上课的方式, 对上课的老师来说也是非常煎熬的事情, 所以, 编一本符合学生实际情况的汉语教材, 让学生们在修学分的同时, 也能够快乐的学到一定的汉语知识, 让学生学有所得, 不至于让学生除了修完课程拿到学分之外一无所获, 同时可以增进老师汉语教学的成就感, 进而增加学生们选择汉语作为选修外语课程的人数, 并提高老师的教学热情。

另外, 自编教材能尽可能的减少了学生的书本方面的开销; 和市场上随便一本正版汉语教材就几百铢的价格相比, 这本书定价为 100 铢相比之下, 无疑, 这本书是非常经济实惠的。

此外, 通过这次编写符合分校大学生汉语选修课的汉语教材的第一次尝试, 为之后两本教材的编写积累经验, 进而为编写适合泰国大学生汉语选修课的教材积累经验, 希望最终能为泰国汉语教材国别化和本地化做出贡献。

4.3 编写的原则

本册教材的编写需要实现国别化, 贯彻落实本土化的原则; 张新生 y 李明芳(2019) 研究发现“即使专门为汉语国际教育编写的汉语教材, 考虑到的大也都只是海外学习对象的学习目的和时间等基本因素, 对不同国家和地区的学制及目标要求、当地汉语学习者的学习特征等, 则较少顾及。因此市面上汉语教材多, 但适用的汉语教材少的情况并没有得到根本改变。”目前泰国大学的情况也是这样, 适用的汉语教材少, 而且基本是一刀切的通用式教材, 一般大学汉语专业都以北语出版社的通用式教材为主; 具有针对性, 点对点的教材还比较少, 目前常见的还有刘珣主编的《新实用汉语课本》泰文版和徐霄英, 周小兵主编的《泰国人学汉语》。所以泰国大学实现教材国别化是对外汉语教育发展的必然趋势和现实要求。应这样的趋势, 这次编写汉语教材主要是将尽量根据汉语和泰语的主要差异, 结合泰国的生活实际和社会文化实况, 课文内容贴切泰国生活现实来尽可能的实现自编汉语教材的本土化。编写的教材的本土化具体体现在该教材是在泰国境内编写的, 将使用于泰国, 教材生词的对应解释使用的是泰语, 教学语言为泰语, 教学对象是泰国选修汉语的大学生们。教材中文内容由具有在泰国 15 年汉语教学经验的资深汉语老师负责编写, 缩编教材对应的泰文内容由吞武里皇家大学校本部的中文专业授课老师负责。

时代性原则: 现在是 2021 年, 时代在发展, 社会在进步, 不断涌现出了很多新的科技和文化现象, 我们在编写新教材时, 不应只局限于介绍悠久的历史文明, 更应该以合理的方式把具有时代性的新词加入到新教材的课文内容中去, 如果新词的难度过大, 超过学生目前的汉语水平, 就以补充词汇, 课外阅读, 或课后文化小知识等形式进行展现。比如当前非常流行的电子支付, 微信, 支付宝, 淘宝, 阿里巴巴, 高铁, 民族政策, 生二胎政策, 现代各族生活等等, 都是非常值得关注和引入教材的。同时, 把泰国相应的内容编写到教材中去, 来增加学生的学习兴趣。新编一本教材, 就是要让教材体现最新的教学理念和研究成果, 体现出时代发展的动态和变化, 为学习者提供具有时代感的语言材料和素材, 还要考虑到一些具有时代性的新词的融入。只有这样, 才能体现出新教材的特点和特色, 对对外汉语教学才有推动作用。(李婧妍, 2012)。

“字本位”和“词本位”原则；长期以来，对外汉语界所运用的教材编写原则，几乎清一色的采用“词本位”原则。在汉语学习的初级阶段，如果学习者每学一个生词都有可能遇到一个生字，而“词本位”教材或者受制于“词本位”课文的老师又不能给出具有形音义自足体系的生字的任何解释说明，难怪我们碰到的汉语学习者无一例外的认为汉语难学。（李如龙& 向颖，2004）笔者这次要编写的就是初级阶段汉语教材，编写的目的之一就是避免学生每学一个生词就可能碰上一个生字的情况，解决这一问题的根本方法就是贯彻应用“字本位”的编写原则，从而消除或一定程度上减轻汉语学习者认为汉语难学的偏见。当然也并不是编写教材时只用“字本位”原则，而是“词本位”和“字本位”原则，我们按需使用，不拘泥于某一原则，兼收并蓄。

文化性原则，趣味性原则，实用性原则；刘珣（2014）在《对外汉语教育学引论》中对“文化的趣味性”作了如下阐述“1. 教材的内容要反映现实，是学习者所关注的话题；2. 教材内容要逐步加大文化内涵，多方面介绍目的语文化。”对外汉语教学作为语言教学和文化教学的统一体，其使用教材的文化性原则显得非常重要。（王靖雯，2020）语言教材的实用性直接影响到学习者对教材本身和教材内容的兴趣。（李一，2011）可见教材编写时教材的文化性原则需要贯彻教材编写的始终。教材编写的文化性原则，趣味性原则，以及实用性原则是统一的，并行不悖的，可以在课文文化性的前提下，增加内容的趣味性，吸引学生的兴趣。教材的趣味性并不会影响到教材的实用性。有趣的内容，完全可以非常的实用。教材内容的编选是文化性原则的体现，是教材实用性的根源，也是教材内容趣味性的源泉，这次的教材编写一定要处理好这三者之间的关系，贯彻到教材编写的实际中去。

4.4 编写的计划和实际操作

1. 泰国吞武里皇家大学北揽分校的学生每门汉语课程由五个周日组成，每周日分上午课程和下午课程，每周日上课时间共为4个小时，所以一门汉语课程总学时是20小时，相应编写的教材就是按照20学时学习任务来编写的；

2. 编写的第一门课程的教材名称为《汉语入门高速路》，这本教材以《新汉语水平考试大纲-HSK 一级》规定的150个词汇为基础，按照HSK一级水平考试大纲里的要求掌握的词汇，按照词性的分类，编写课文，比如该词类词数多于10个，就酌情把多余的词编到下一课课文中去，以利于学生集中掌握该类词；如果同一类词的数量太多，就按课文内容的需要，合适的安排词汇；在确定好了生词后，就按照“字本位”的原则来尽量合理的编写句子，再根据句子来编排课文；

3. 语音学习方面按传统的模式设置，以基础句式的模式进行语音方面的课文安排，以减轻汉语初学者的负担，增加学生的学习效率，以适合学生们短期速成的课程要求；语音的课文编排尽量符合泰国人的学习习惯；

4. 语法方面，并非否认语法的重要性，而是主张语法通过语言样本介绍出来，不必特地拨出课时去专教语法。（杨建生 et al., 2009）所以，在这一本即将开始编写的教材里也将体现这一个原则，不会为了教语法而特意编写语法方面的内容。尽量简化和调整语法教学的内容，语法点的选择要体现泰语和汉语的相同点和不同点；

5. 内容编写的重点原则是“生活化”“本地化”；题目的展开原则是“从学生身边的事谈起”（杨建生 et al., 2009）所以会尽量以泰国境内，日常生活中经常可能碰到的场景为话题，来编写教材内容；在文化方面，周小兵 y 陈楠（2013）研究发现在教材中适当加入学习者所熟悉的本土文化，可以激发学习兴趣。按照这一思想，在编写教材时，把深远影响泰国人生活的佛教相关的一些内容编写进教材来增加学生的学习兴趣；

6. 练习题方面，尽量的减少练习题的题量，不至于需要学生们把短短的20小时汉语学习时间的一半用在做练习题上，而是把有限的学习时间放在学习拼音和生词上；泰国各学校汉语课的课时每周1-8课时不等，两种情况导致即使使用同一套教材教学，课时的巨大差异会对题量的需求不同。（吴应辉&郭骄阳，2007）

最后，由于是第一次自编教材，没有现成经验，只能是摸着石头过河，既为了完成这次自编教材的工作，更是为了下一次能自编出更好的本地化汉语教材积累经验。

5. 总结

本土化汉语教材的编写是一项繁杂的事情，这本编写的教材（一套中的第一本）的目标是学生学完这本教材后优秀的学生能达到 HSK 一级水平；但限于 HSK 一级词汇，能排兵布阵的空间有限，再限于编者自身的能力，班门弄斧，难免经不起大家的考验；但是，编者鼓起莫大勇气，迈出自编本土化汉语教材的第一步。此书编写完之后立即投入到教学中使用，再根据师生们的反馈，进行修订补充，不断完善，希冀以更优质的面目出现。关于汉语教材本土化和国别化的研究很多，但是面世的教材还是很少，实践出真知；不管理论方面研究的多么深入透彻，着手编写，才是检验一切理论的金刚钻。希望这次的编写尝试能为泰国本土化的教材编写起到一个抛砖引玉的作用，希望以后泰国汉教界能出现越来越多的优质本土化汉语教材。由于水平有限，难免有很多不足之处，欢迎大家多多指教。

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The analysis of Chinese detachable words acquisition-A Case Study of primary school students in N School

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Abstract

Detachable words are a kind of special grammar in modern Chinese, which can be separated or combined. It is difficult for both teaching and learning. This paper takes the learning process of Year 4-6 pupils in N School through teaching observation, questionnaire survey and error analysis, summarizes and analyzes the causes of the students' errors, and puts forward the teaching strategies, which can be discussed and referred by the teachers in need.

Keywords: Detachable words; Questionnaire survey; Error analysis; Teaching strategies

泰国小学生离合词的习得研究-以 N 学校为例

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摘要

离合词是现代汉语中一种特殊的语言现象，可离可合。既是对外汉语教学的难点，也是泰国学生学习的难点。本文以 N 学校四到六年级小学生作为调查对象，通过教学观察，问卷调查和偏误分析的方法对学生在学习过程中产生的偏误进行总结及原因分析，最后提出相应的教学对策，仅供需要的老师共同探讨和参考。

关键词: 离合词；问卷调查；偏误分析；教学对策

1. 引言

离合词是涉及到词汇和语法两个方面的一种特殊现象。它的内部语素可“离”可“合”：合用情况下，语素与语素结合在一起，看作词；分离情况下，可以在语素间加进其他成分，看作短语。离合词在现代汉语中占有相当大的比重，《现代汉语离合词用法词典》（1995 杨庆惠主编）就收录了四千多条离合词，并且在最新版的《汉语水平词汇与汉字等级大纲 5000 词》中离合词数量也有 229 个离合词。在日常生活中离合词的使用频率也比较高，例如“请客”“游泳”“见面”等离合词。动宾式离合词又占离合词的绝大比重，是离合词最主要的组成部分。由于离合词的特殊性使它成为了对外汉语教学中教师“教”和学习者“学”的双向重难点。

泰语语法中，词类大致可分为 14 类，有名词、时间词、方位词、代词、数词、量词、动词等^①，而类似汉语离合词的特殊现象，在泰语里是没有的，当然也没有专门的命名和定义。此外，泰语大部分词汇在一般情况下只能“合”不能“离”，因此，泰国学生在使用汉语时经常把离合词作为一般动词来使用。由于离合词本身的特殊性和复杂性，加上学生本身母语负迁移等因素的影响，在习得离合词的过程中就会出现很多问题，例如“吃饭好了”；“上课体育”；“他帮忙我”；“妈妈生气我”等等，对离合词的“离”的使用情况较难理解和掌握，出现的偏误率也较高。因此，本文通过日常教学跟踪调查，问卷调查和偏误分析对本校四到六年级的小学生习得离合词的过程中出现的偏误进行总结和分析，并提出相应的教学策略，供需要的老师共同探讨并提出宝贵的建议。

2. 离合词的本体研究

近十年来,各位学者对离合词的研究主要从离合词的性质、分类、特点、和存在的原因这几方面。

有的学者用不同方法研究了离合词的性质。比如:王俊(2011)认为离合词是由词过渡到短语的“中间状态”,是一种特殊的语法单位。范晓(2014)认为离合词是一种可以扩展为短语的特殊复合词,即“短语话复合词”。潘海华,叶狂(2015)认为汉语的离合词在本质上就是一种“同源宾语结构”。

有的学者从不同角度对离合词进行了重新分类。比如:崔四行(2008)根据“核心重音”将离合词分为“词汇离合词”和“句法离合词”。“词汇离合词”是只有在核心重音作用下能打开成为动宾结构(包括假动宾)短语的词汇词,如:考试、登记、吃饱、喝醉。“句法离合词”指在核心重音的作用下由短语合成的句法词,包括“动宾句法离合词”,如:学艺峨眉山-在峨眉山学艺,“动补句法离合词”,如:你得把情况说清楚、把问题搞复杂了。胡华丽(2012)则将离合词分为“双音节离合词”和“儿化三音节离合词”,“双音节离合词”包括“动宾型离合词”,如:吃苦、帮忙,“动补型离合词”,如:聚齐、看见,“主谓型离合词”,如:心烦、眼红、性子急、心细,“联合型离合词”,如:事情、争夺、苦涩、大吵大闹;“儿化三音节离合词”,如:串门儿、聊天儿。

有的学者根据不同理论描述了离合词的特点。比如:王海峰(2009)认为“离合词离析形式 AXB 的意义具有整体性”,同年,他又指出离合词的离析现象大多在口语化比较强的文学作品中出现,比如小说和戏剧,语体越正式,离析现象越不容易出现。周卫华(2010)认为离合词具有扩展形式有限、不可自由类推、意义凝固的特点。而刘兰杰(2011)指出离合词使表达功能增强并让“事件化”得到凸显。

有的学者从不同视角探讨了离合词存在的原因。比如:马清华(2009)指出离合词关系类型在一定条件下会发生转化,这种转化正体现了系统的波浪式活动。赵欢(2009)离合词的产生和发展除了归功于语言的发展演变,另一方面是因为人们日常交际的需要,因为离合词可以增强表达效果。范晓(2014)认为离合词的扩展不仅是语用需要,还符合汉语自身的语法机制。何清强,王文斌(2016)提出离合词出现的根本原因是汉语的空间性质。

从这些研究不难看出,关于离合词的性质目前仍存在争议,对离合词的分类研究不多,对离合词的特点还有待进一步研究和论证。离合词的研究还有很大的空间。

3. 离合词的教学研究

关于离合词的教学研究方面,各位研究者主要通过教学经验发现,调查,研究,总结出泰国学习者在习得离合词的过程中出现的偏误类型,偏误特点,习得顺序并分析其原因,最后提出教学建议。

有的研究者通过总结学习者在习得离合词过程中出现的偏误类型并分析其原因,并提出相应的教学建议。比如:戴小琴(2015)总结出了目前学者们已经提出来的具体的七种教学手段。蒋晓丹(2015)主要从客观和主观两个角度进行探讨,并对如何避免泰国学生离合词偏误问题提出对策与建议。吴潮(2018)从教师、教材编写和学习者自身三个方面提出了针对性的建议。张凡(2018)分析了泰国学生使用离合词的偏误类型及偏误形成的原因,从而探讨了相应的教学策略。

有的研究者通过总结学习者对离合词习得的顺序及特点并分析其原因,并提出相应的教学建议。比如:林才均(2015)初步探讨了初级阶段泰国大学生现代汉语离合词之习得顺序与特点。其大体习得顺序为:重叠>介词搭配>插入修饰成分>插入补语>语素脱落>V的重复>名语素前移>词性偏误>插入助词。而这一习得顺序与泰国初级汉语学生习得离合词的特点密切相关。周娟秀(2020)总结出泰国学生对动宾式、动补式离合词偏误的特点分别是回避使用离合词扩展形式;掌握的离析方式有限;“离”的顺序有误;多添加其他成分。还指出泰国学生的离合词偏误的原因并因此提出了相应的教学建议供大家参考。

有的研究者从泰国留学生的角度出发,总结其习得离合词过程中产生的偏误类型及成因,并提出教学建议。比如:林宏瑛(2016)针对泰国留学生提出了对离合词的教学和教材等方面

提出了五点建议。代璐（2012）总结泰国留学生习得、运用离合词所产生偏误的类型和成因，结合偏误原因以及教师教学和教材多方面的分析和推导，提出了我们认为对泰离合词教学的行之有效的教学建议。

4.研究方法

4.1 跟踪调查法

跟踪调查除了课堂观察，个案调查之外，还通过批改，记录，积累学生平时做的练习题中出现的作为语料来进行分析及出问卷的前期工作。

4.2 问卷调查法

本文主要采用问卷调查法，笔者通过浏览教材、观察学生日常对话需要并且针对性地让学生做一些离合词的练习题，总结出学生在生活和学习中迫切需要了解的离合词来进行问卷设计。确定的研究对象是12个动宾离合词，都是学生日常学习生活密切相关的“吃饭”“上课”“睡觉”“看书”“画画儿”“玩游戏”“写字”“吃饭”等。

4.3 偏误分析法

本文将从研究对象处所收集到的语料，利用偏误分析法对其进行研究，分析学生在学习过程中产生偏误的主要因素，从而找出适合学生在离合词教学方面行之有效的对策。

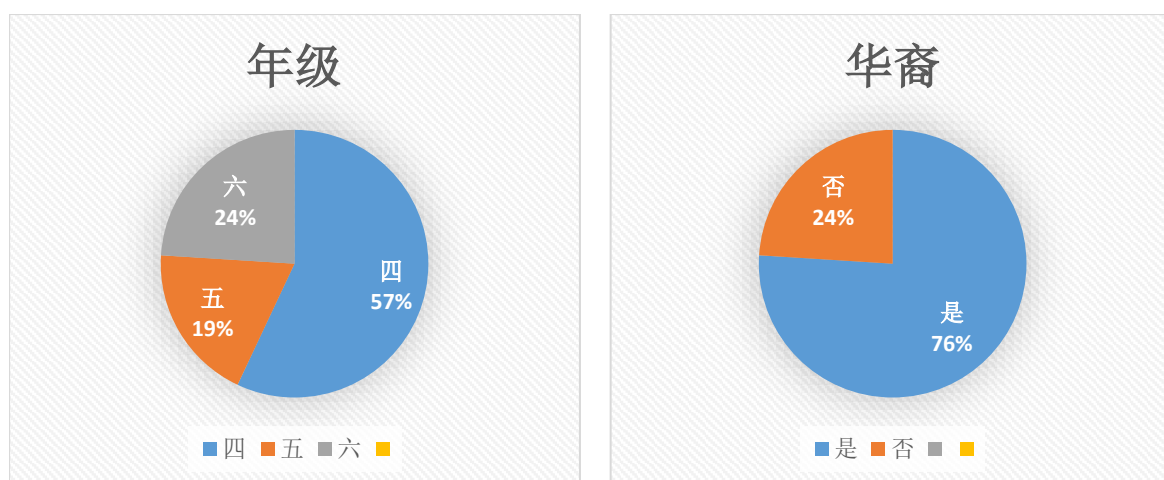
5.语料来源 - N 学校四到六年级的小学生

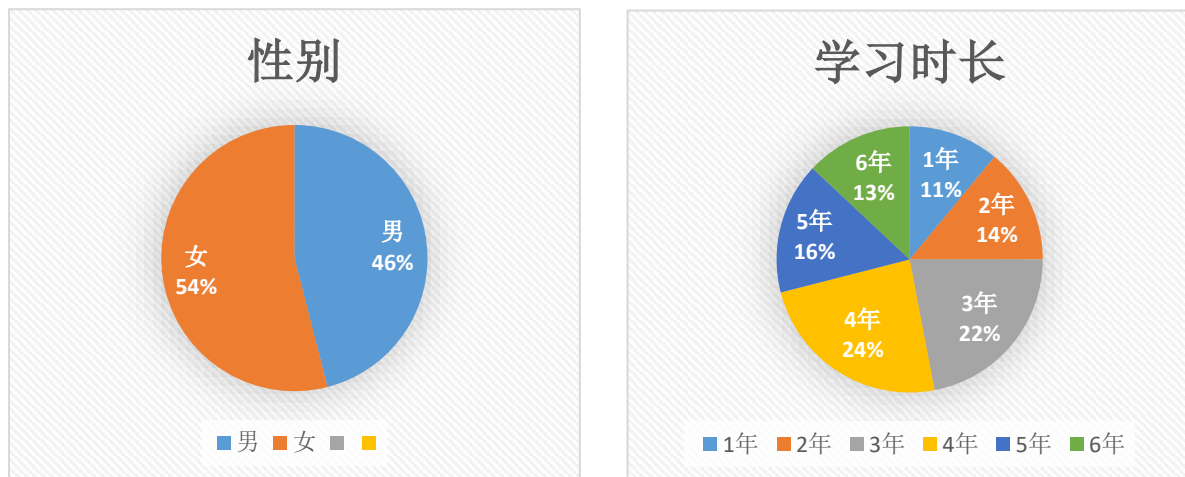
N 学校中文课为必修课，由于课时的限制以及每个年龄阶段的学生在认知能力水平上的差异，学前班的中文教学主要以听说为主，通过歌曲、动画、游戏和活动等使孩子接触及熟悉这门新的语言；小学一二年级仍然以听说为主，同时附加基本笔画和简单汉字的认读和书写；三年级才开始正式教授拼音，笔画和简单汉字也同时进行；四年级继续学习拼音，同时开始学习基本的偏旁部首，对汉字有初步大概的认知；五六年级在之前学习的基础上继续学习偏旁部首并开始学习汉字的部件，间架结构；七年级往上就是在这些内容的基础上由易到难地系统学习，当然每个年级都会有相应的由易到难的词汇、句子、对话及课文的学习，最终以达到学生听、说、读、写四项能力的同步提升。

6.泰国 N 学校四到六年级动宾式离合词的调查研究

6.1 调查对象

本次选取的调查对象为 N 学校小学四到六年级的 37 名学生，大致情况如下图一。





图一 调查对象的情况□

6.2 调查内容

12 个动宾式离合词：看书，上课，睡觉，发烧，上班，画画儿，听音乐，吃饭，玩游戏，做作业，洗澡，这些词语来自于本校目前主要使用的教材《轻松学中文》。

6.3 问卷调查

6.3.1 下发问卷 37 份，其中有效问卷 35 份。问卷客观题统计交过见表一。

表一 问卷客观题正确率

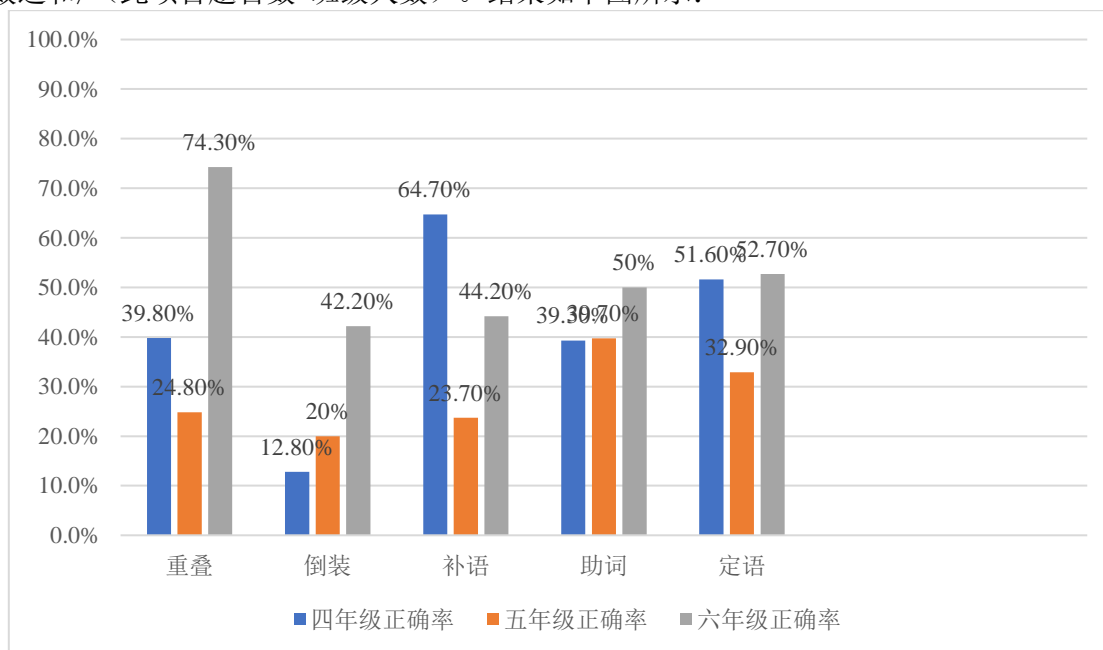
题号	离合词	考察项目	四年级正确率	五年级正确率	六年级正确率
1	看书	重叠	38.4%	24.9%	65.2%
2	睡觉	动态助词	23.5%	42.7%	45.9%
3	上课	定语	68.7%	30.8%	71.4%
4	写字	倒装	12.8%	20%	42.2%
5	发烧	趋向补语	55.2%	10.4%	12.6%
6	洗澡	结果补语	57.6%	21.4%	58.2%
7	玩游戏	定语	60.1%	39.4%	38.7%
8	画画儿	定语	89.4%	70.4%	18.3%
9	上班	定语	23%	43.6%	36.4%
10	吃饭	结果补语	86.6%	24.9%	72.6%
11	做作业	定语	15.6	13.4%	31.6%
12	听音乐	重叠	41.2%	24.7%	83.4%
13	上课	结果补语	87.5%	38.2%	52.1%
14	听音乐	动态助词	34.3%	40.3%	64.8%
15	玩游戏	动态助词	48.9%	54%	23.8%
16	发烧	定语	0.0%	21.6%	70.5%
17	看书	定语	72.9%	19.3%	42.6%
18	睡觉	定语	43%	18.3%	63.1%
19	做作业	结果补语	66.7%	50%	42.3%

6.3.2 问卷的主观题统计结果见表二。

表二 问卷主观题正确率

题号	句子	考察项目	四年级正确率	五年级正确率	六年级正确率
1	她喜欢画中国画儿	定语	90%	25%	47.5%
2	妹妹突然发起烧来	趋向补语	20.3%	2.0%	32.7%
3	今年我们要上八九门课	定语	27%	62.1%	69%
4	你喜欢吃什么饭	定语	54.3%	32%	17.3%
5	姐姐洗了二十分钟澡	动态助词	29.4%	32.5%	48.2%
6	爸爸刚才睡了一觉	动态助词	60.4%	29%	67.3%
7	弟弟八点做完了作业	结果补语	79%	19%	38.9%
8	你经常看什么书	定语	48.6%	45.6%	86.7%
1	她睡了三个小时觉	定语	62.8%	26.2%	61.2%
2	他们在上英语课	定语	38.4%	18.7%	33.4%
3	姐姐发高烧了	定语	56.9%	31.6%	70%
4	爸爸每星期上五天班	定语	74.9%	28.4%	85.5%

将问卷答案按照考察项目来分类整合，计算各个考察项目的正确率，计算公式：每题正确人数之和/（此项目题目数*班级人数）。结果如下图所示：



图二 问卷调查动宾式离合词离析形式考察项目准确率

4. 调查结果分析

综合以上调查结果的数据分析显示，泰国小学生使用离合词出现的偏误大体表现为“合”的偏误即该离不离产生的偏误，另一种是“离”的偏误及离而不对产生的偏误。以下以离析形式的五大类，及插入定语、插入补语、插入助词、重叠及倒装，结合相应的数据对调查问卷中出现的偏误形式进行分析。

结合图一可以得出学生对这五大类离析形式的平均正确率，见表三。

表三 离合词五大离析形式平均正确率

离合词离析形式	平均正确率
重叠	46.3%
倒装	25%
补语	44.2%
助词	43%
定语	45.7%

4.1 重叠偏误

离合词重叠一般有 AAB 式，重叠后有表示动作短时、带尝试性、轻松、随意等特征，有时用于征询意见或请求，可起到缓和语气的作用。本文选用了两个离合词，即“看书、听音乐”，统计出的平均正确率是 46.3%。因为平时所学教材偏重词汇理解，所以离合词重叠式这种口语化色彩较浓的表达相对比较少用，自然很少使用或者使用错误。问卷中的句子如下：

第 1 题：课间我经常和同学一起看看书。（课间我经常和同学一起看书看书。）

第 8 题：我周末喜欢听听音乐。（我周末喜欢听音乐听音乐。）

4.2 倒装偏误

问卷中只设置了一道关于离合词倒装的用法，判断正误的第 4 题：她字写得很漂亮。（她写字得很漂亮。），平均正确率只有 25%，是所有离析形式中平均正确率最低的一项，显然学生没有接触过或者是很少接触到离合词的倒装形式。

7.3 插入补语偏误

汉语中的补语表示动作、行为的结果、状态、趋向、数量、时间、处所、可能性或者说明性状的程度、事物的状态等^②。此问卷涉及到的有离合词插入趋向补语和结果补语两类，具体的例句如下：

第 5 题：昨天晚上弟弟突然发起烧来。（昨天晚上弟弟突然发烧起来。）

第 9 题：我吃完饭就开始写作业。（我吃饭完就开始写作业。）

第 11 题：她一上完课就回家了。（她一上课完就回家了。）

第 14 题：我刚才洗过澡了。（我刚才洗澡过了。）

第 22 题：弟弟八点做完了作业。（弟弟八点做作业完了。）

4.3 插入助词偏误

助词“着”“了”“过”三个词都表示动作的状态，“着”表示动作正在进行，“了”“过”表示动作的完成。这三个助词在使用的时候都应该插入离合词中间，而学生总是习惯放在离合词后面，从调查数据可以看出平均正确率为 43%，具体例句如下：

第 3 题：我妈妈正睡着觉呢！（我妈妈正睡觉着呢！）

第 12 题：今天下午看到小月的时候，她正听着音乐呢！（今天下午看到小月的时候，她正听音乐着呢！）

第 14 题：我刚才洗过澡了。（我刚才洗澡过了。）

第 15 题：哥哥已经玩了一个小时游戏。（哥哥已经玩游戏一个小时了。）

第 21 题：我刚才睡了一觉。（我刚才睡一觉了。）

第 22 题：弟弟八点做完了作业。（弟弟八点做作业完了。）

第 24 题：她睡了三个小时觉。（她睡觉三个小时了。）

4.4 插入定于偏误

对离合词中插入定语这一类离析形式的偏误，分别从三种形式展开说明，即插入名词性成分、插入数量短语、插入数词。定语修饰离合词的时候，离合词需要用离析形式，定语插入离合词中间，学生同样经常把定语放在离合词的后面，对于这部分的平均正确率是 45.7%。具体的例句如下：

第 2 题：我喜欢上课中文。（我喜欢上中文课。）

第 6 题：爸爸每星期上五天班。（爸爸每星期上班五天。）

第 7 题：我喜欢画水彩画儿。（我喜欢画画儿水彩。）

第 10 题：我每天玩半个小时游戏。（我每天玩游戏半个小时。）

- 第 13 题：你在做什么作业？（你在做作业什么？）
第 15 题：哥哥已经玩了一个小时游戏。（哥哥已经玩了游戏一个小时。）
第 16 题：她喜欢画中国画儿。（她喜欢画画儿中国。）
第 18 题：今年我们要上八九门课。（今年我们要上课八九门。）
第 19 题：你喜欢吃什么饭？（你喜欢吃饭什么？）
第 20 题：姐姐洗了二十分钟澡。（姐姐洗了澡二十分钟。）
第 23 题：你经常看什么书？（你经常看书什么？）
第 24 题：她睡了三个小时觉。（她睡了觉三个小时。）
第 25 题：他们在上英语课。（他们在上课英语。）
第 26 题：姐姐发高烧了。（姐姐发烧高了。）

5. 离合词的偏误原因分析

偏误分析固然重要，但出现偏误背后的原因更是老师应该关注的重点。只有清晰地了解偏误背后产生的原因，才能针对性地为采取行之有效的教学策略指明方向。以下通过三方面来阐述离合词偏误产生的原因：

5.1 语际偏误-母语负迁移

母语负迁移是指母语的语法规则对第二语言的学习产生消极阻碍作用。汉语与泰语同属汉藏语系，因此两者有相似互通之处，但两者又分属不同的语族，因而相异之处也普遍存在于两者之间。泰国学习者在学习离合词时，由于不熟悉汉语离合词的使用规则，只能依赖自己的母语来学习，泰语的语法知识在这个学习过程中会影响学习者对离合词的认知、理解和运用，从而产生负面的影响和偏误。根据以上分析不难发现，离合词一半以上的离析偏误均受泰语母语的影响，比如插入定语偏误和插入补语偏误。

5.2 语内偏误-目的语知识负迁移

目的语知识负迁移是指学生在掌握目的语知识不足的情况下，将其所学的并不充分的、有限的目的语知识，用类推的方法套在新的语言现象上，从而产生偏误，这种现象也称之为过度泛化，使学习者内化规则过程中产生的偏误。主要表现在三个方面：一是对离合词的语法规则掌握不足；二是对插入成分的语法规则掌握不足；三是对整个离析形式的语法规则掌握不足。一些偏误形式受到一方面因素的影响，一些则同时受到两个或三个方面因素的影响。

5.3 其他因素-教学方面和教材方面的不足

除了离合词的本体研究仍存在争议，在理论指导上没有统一的定义外，鉴定上也还存在困难，因此对外汉语教师在教学方面没有具体明确以何种形式讲授，只能结合自己的知识和学生的具体情况进行讲解，很难做到有的放矢，在平时与学生的生活交际中也常常忽略实际的练习和应用。而作为一名对外汉语教师，不断学习和探索，在前人已有的研究成果的基础上尽最大努力讲授内容和知识才是专业的表现。根据拉斯韦尔 1948 年提出的“5W”传播模式可知，其中“传者”、“讯息”是教学方面的主要因素。由于泰语里没有与之对应的语言单位，且合用规律大于离用规律，因此离合词对泰国学生而言与一般的双音节词并无差异，且合用的时候语法规则与一般的双音节也存在差异。所以，对外汉语教师在教授这部分内容的时候，不仅要讲清其特殊性和使用规则，更要注重教学技巧帮助学生容易理解和掌握。

对外汉语教学中，除了教师、教学法等因素对教学效果的影响作用外，教材同样承担着重要的角色。一本好的教材能吸引学习者学习的兴趣，提高学习效率，反之不但对教师在教学上没有指导意义，也不能达到最终的学习目的和效果。本文提到的学生正在使用的教材在离合词方面的讲解并没有做到充分重视和详细，也缺乏反复和针对性地练习，因此教材编写的缺陷和不足对泰国学生学习和使用离合词同样没有促进作用。

6. 离合词的教学策略

清楚了偏误背后产生的原因，从这些原因着手采取行之有效的教学策略。

6.1 借鉴复式教学模式

复式教学模式的基本思想是将离合词的教学一分为二，先以“合”的形式出现，完成词汇教学的内容，然后再以“离”的形式出现，结合各个语法项目逐级反复展开对其扩展形式的教学。这样既可以降低教师初级阶段离合词教学的难度，也让泰国学习者对离合词的句法和语法有个从易到难的接受过程，且每个阶段都有侧重，循序渐进巩固学生对离合词的掌握和运用。

6.2 借助语料库确定动宾式离合词的教学重难点

语料库作为一种大型的收集器,所收集到的语料较为自然、客观、全面、有代表性,因此在教泰语学习者的过程中,教师可以依据并借助语料库,有针对性地找出不同汉语水平关于动宾式离合词的重点偏误类型,然后针对不同类型进行分类教学,这样既可以减轻教师的教学困难和压力,又能帮助学生有目的地学,找到动宾式离合词的规则,避免无规则的推导和泛化。

7. 结语

离合词作为教和学的双重重难点,对其研究和探索显得任重又道远。本文只是以泰国 N 学校四到六年级的小学生为研究对象,主要从教学观察和调查问卷搜集有限的语料对学生在动宾式离合词的习得进行总结偏误及分析原因,最后简单提出几点教学建议,有很多不足的地方,也请阅读本文的教授,导师,老师及读者多多指教,在此感谢!

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