

ICBEMS 2024

2nd International Conference on Business, Education,
Management, and Sustainability

EMERGING ISSUE IN BUSINESS
STUDIES AND SOCIAL SCIENCES

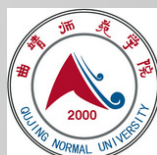
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Bangkok, Thailand



MESSAGE from Conference Manager

Distinguished guests and fellow attendees,

It is my pleasure to welcome you to the 2nd International Conference on Business, Education, Management, and Sustainability (ICBEMS), held on July 6-7, 2024.

I extend our sincere gratitude to our co-hosts: the Association of Global Management Studies, USA; International Education Center (IEC), SSRU, Thailand; Qilu Institute of Technology, China; Zhejiang International Maritime College, China; School of Management Hebei Geo University, China; Haikou University of Economics, China; Huawei China; and MOK Smart Education Thailand, for their invaluable support.

We are honored to have Mr. Patrik Low from Huawei, China, and Prof. Dr. Faryal from DOW University, Karachi, Pakistan, as our keynote speakers.

I would like to express our appreciation for your contributions to the success of this conference.

Thank you.

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Dr. Kanchana Panaram

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Opening Ceremony Schedule
2nd International Conference on Business, Education, Management, and Sustainability
(ICBEMS)
July 6-7, 2024
9:00 AM- 5:00 PM
At Palace Hotel, Suan Sunandha Rajabhat University, Bangkok, Thailand
Onsite and Online

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RELATIONSHIP BETWEEN SOCIAL ANXIETY AND SOCIAL SELF-PERCEPTION AMONG UNDERGRADUATE CHINESE COLLEGE STUDENTS

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Abstract

This study aimed to explore the relationship between social anxiety and social self-perception among Chinese undergraduate college students, with a view to providing theoretical support and practical guidance for college students' mental health education. The study was conducted at Changchun University of Traditional Chinese Medicine. The study used a combination of quantitative and qualitative methods to collect data and analyze the effects of different dimensions of social anxiety on social self-perceptions through a questionnaire survey involving 400 undergraduates and semi-structured interviews with 10 undergraduates. Through descriptive statistics, reliability-validity analysis and correlation analysis, the results showed that social anxiety is prevalent among undergraduates and significantly affects their social self-perception. Different dimensions of social anxiety (shared content anxiety, privacy concern anxiety, interaction anxiety, and self-evaluation anxiety) showed significant positive correlations with various aspects of social self-perception, indicating that the higher the level of social anxiety, the more negative the social self-perception. The findings suggest that social anxiety significantly affects social self-perceptions, causing students to pay more attention to the evaluations of others and neglecting to recognize their own selves, leading to negative self-perceptions. This negative cognition further aggravates social anxiety, forming a vicious circle. Therefore, reducing

social anxiety is crucial for establishing positive social self-perceptions. This study puts forward the following suggestions: educators and counselors should pay attention to students' social anxiety and help them reduce anxiety and enhance self-confidence and social adaptability through psychological support and social skills training. In addition, they should pay more attention to college students' mental health education, provide systematic psychological counseling services, and build peer support networks to promote students' mental health and social adaptation.

Keywords: *Undergraduate College Students; Social Anxiety; Social Self-Perception, ; Changchun University of Traditional Chinese Medicine*

Introduction

With the development of modern society and the progress of information technology, social media and the Internet have been deeply integrated into the daily life of college students. Under this new media environment, the socialization of college students has changed significantly, and the problems of social anxiety and social self-perception have become increasingly prominent. Changchun University of Traditional Chinese Medicine (CUTCM), as a well-known higher education institution of traditional Chinese medicine (TCM), its undergraduates face great challenges in terms of academic pressure, employment competition, and interpersonal relationships, which may further exacerbate their social anxiety and affect their social self-perceptions.

Social anxiety refers to the psychological state in which individuals feel uneasy, nervous or even fearful due to the fear of negative evaluations in social situations. This kind of anxiety is particularly prevalent in the college student population, especially when facing new interpersonal relationships, academic pressures and future uncertainty. Undergraduates at Changchun University of Traditional Chinese Medicine (CUTCM) not only have to cope with academic pressures, but also have to face the real challenges of internships and employment, and the problem of social anxiety appears to be more complex and diversified.

Research has shown that social anxiety not only affects the mental health of college students, but also has a negative impact on their academic performance, interpersonal relationships, and career development. High levels of social anxiety may cause college

students to avoid social activities and reduce opportunities to interact with others, which in turn affects the establishment and maintenance of their social support networks.

Social self-perception refers to an individual's cognition and evaluation of his or her role and image in society, including the dimensions of self-esteem, self-efficacy and self-evaluation. For college students, positive social self-perception can help improve their self-confidence, enhance adaptability and promote psychological health.

In reality, in the student population of Changchun University of Traditional Chinese Medicine (CCTM), students face greater pressure to present themselves and gain recognition from others due to high academic and professional demands and the popularity of social media. This pressure may lead to dysfunctional self-perceptions and negative emotions such as feelings of inferiority and powerlessness, which in turn affect their mental health and social behaviors.

Research Objective

Objective 1: To study the level of social anxiety and social self-perception from the perspective of Chinese undergraduate college students.

Objective 2: To analyze the relationship between social anxiety and social self-perception from the perspective of Chinese undergraduate college students.

Literature Review

Social anxiety is the tension and fear that individuals perceive in social media, including privacy concerns, interaction anxiety, and negative evaluation fear. The degree of online social anxiety is lower than that of real social anxiety, but the manifestations are different, with shared content anxiety, privacy concerns, interaction anxiety, and self-evaluation anxiety being anxiety manifestations specific to online social environments. Online social anxiety has an impact on the psychology and behavior of individuals using social media, with users feeling fatigued and burned out, having a negative attitude, being reluctant to post news and update their homepages, and tending to "dive in" and avoid interactions.

Cai (2018) explored in detail the concept, causes and measurement of social

anxiety among college students and proposed countermeasures to alleviate social anxiety. Social anxiety is a psychological problem commonly found among college students, which usually manifests itself as individuals feeling nervous, uneasy or even fearful in social situations, accompanied by avoidance behaviors. Cai Yong cited Guo Xiaowei's definition in his paper, stating that social anxiety is an individual's apprehension, fear, or nervousness about interpersonal interactions with avoidance behaviors. This definition emphasizes the dual emotional and behavioral characteristics of social anxiety and also points out its hindering effect on individuals' social interactions.

Cai pointed out that the causes of social anxiety mainly include lack of social skills, self-evaluation or cognitive dissonance, and other factors. Individuals who lack social skills are prone to anxiety and avoidance behaviors during social interaction, and those who lack self-confidence in themselves have higher levels of social anxiety. In addition, personality factors such as an individual's psychoticism, introversion and shame can also cause social anxiety.

A great deal of current research considers self-perception to be a multidimensional construct involving individuals' perceptions of their own particular domains, such as self-concept, academics, physical appearance, emotions, and interpersonal relationships.

Jiang et al. (2006) The development of the self subscale of the Youth Mental Health Quality Questionnaire is based on the social psychological viewpoint that the self (i.e., self-consciousness) can be defined as one's own awareness, experience, and control of oneself, and is the subjective "I"'s awareness of the objective "I". It is the subjective "I"'s awareness of the objective "I. Related concepts used to describe the self include self-concept, self-esteem, self-evaluation, self-regulation, and self-efficacy. Jiang Guangrong et al. distinguished these concepts from multiple perspectives and constructed a model of "mental health quality-related self-structure". The model contains three secondary structures: self-perception, self-evaluation and self-regulation. Self-perception includes five tertiary structures: academic self, physical self, social self, psychological self, and general self-awareness; self-evaluation includes two tertiary structures: self-esteem and general self-efficacy; and self-regulation is the ability to reflect and regulate behaviors after understanding, evaluating, and experiencing the self.

Jiang et al.'s study provides important theoretical support for understanding college students' social self-perception. By identifying and managing online social anxiety, college students can be helped to develop healthier social self-perceptions, which can effectively cope with social stress and improve their overall mental health. This study provides strong support for the development of targeted interventions that are important for promoting college students' mental health.

The article by Alkis (2017) provides a valuable theoretical reference on social anxiety, especially online social anxiety. Social Anxiety (SA) is a psychological state in which an individual feels nervous, uneasy, and fearful in social situations due to the fear of negative comments from others. This anxiety is often accompanied by avoidance behaviors that interfere with an individual's normal social interactions. Hartman's (1986) definition, cited in the literature, describes social anxiety as "the persistent experience of discomfort, negative thoughts, and incompetence in anticipating and carrying out interpersonal interactions." Leary (1983) defines it as "a psychological condition that is triggered by real or imagined interpersonal appraisals in a social situation". anxiety states triggered by interpersonal evaluations in the environment".

With the popularity of social media, online social anxiety has become an important area of research. The Social Anxiety Scale for Social Media Users (SAS-SMU) developed in the literature reveals four dimensions of online social anxiety:

1. Shared Content Anxiety (SCA):

Individuals who share content on social media worry about negative comments from others about their content. For example, individuals may worry about not liking or commenting on their posts, which can lead to anxiety.

2. Privacy Concern Anxiety (PCA):

Individuals are concerned about the disclosure and inappropriate use of their personal information on social media. Privacy concern anxiety involves worries about the security of personal information, such as the fear that private information will be accessed by third parties or made public without permission.

3. Interaction Anxiety (IA):

Individuals feel nervous and uneasy when interacting with others, especially with

new acquaintances. The anonymity and virtual nature of online interactions makes this anxiety more pronounced.

4. Self-Evaluation Anxiety (SEA):

Individuals worry about the negative perceptions of others when evaluating their self-image and behavior on social media. This anxiety is closely related to individuals' perceptions of their own performance on social media and the evaluations they receive.

Jia et al. (2022) explored theories related to social anxiety in college students, especially online social anxiety. Social anxiety is a common psychological disorder that manifests itself in individuals' fear and discomfort in social situations due to the fear of negative evaluations. Individuals affected by social anxiety often exhibit problems such as poor social performance and difficulty in establishing close relationships, which seriously affect their quality of life.

With the widespread use of social media, online social anxiety has become an increasingly important area of research. A study by Jia Guizhi et al. developed and validated a Chinese version of the Social Anxiety Scale for Social Media Users (SAS-SMU), which revealed three dimensions of online social anxiety: Social Recognition Anxiety (SRA), Interaction Anxiety, Privacy Concern Anxiety.

In Rosenberg's (2006) study of self-perception, self-perception is defined in three ways: general psychology considers self-perception to be part of an individual's cognition, psychoanalysis considers self-perception to be the source of psychological stress, and sociology considers self-perception to be an inevitable product of social life. Rosenberg also pointed out that self-perception is the individual's perception of the self as an object and the resulting self-evaluations and cognitive affects, which he first referred to in his 1979 monograph and defined in terms of self-image; it is in this sense that Rosenberg treats self-perception and self-image as the same thing, and that the self in his theory is a phenomenon, not a process.

Shavelson (1976) et al. proposed a multidimensional hierarchical model of self-perception for adolescents. In this model, self-perception is the individual's perception of self as interpreted by the experience of self, which belongs to the concept of multilevel and multidimensional system. In this system concept, general self-perception is the top and below

it are academic self-perception and non-academic self-perception. While academic self-perception is divided into mathematical self-perception, verbal self-perception, etc.; non-academic self-perception can be divided into physical self-perception, social self-perception and emotional self-perception. After that, physical self-perception can be seen as two dimensions of physical ability and appearance, where social self-perception can be seen as two dimensions of peer relationships, significant other relationships, etc.

Chen et al. (2020) focused on the definition, characteristics, and causes of online social anxiety as well as its measurement tools, which provided an important theoretical basis for our understanding of online social anxiety. Online social anxiety refers to negative interpersonal experiences such as tension and fear perceived by individuals in social media interaction situations, which are mainly manifested in the three aspects of privacy concerns, interaction anxiety, and fear of negative evaluation. The study points out that although online and face-to-face socialization share many common stressors, they are still very different in terms of degree and expression.

Chen et al.'s study provides important theoretical support and empirical evidence for understanding college students' online social anxiety. By identifying and managing these anxiety factors, college students can be helped to develop healthier social self-perceptions, thereby effectively coping with social stress and improving their overall mental health.

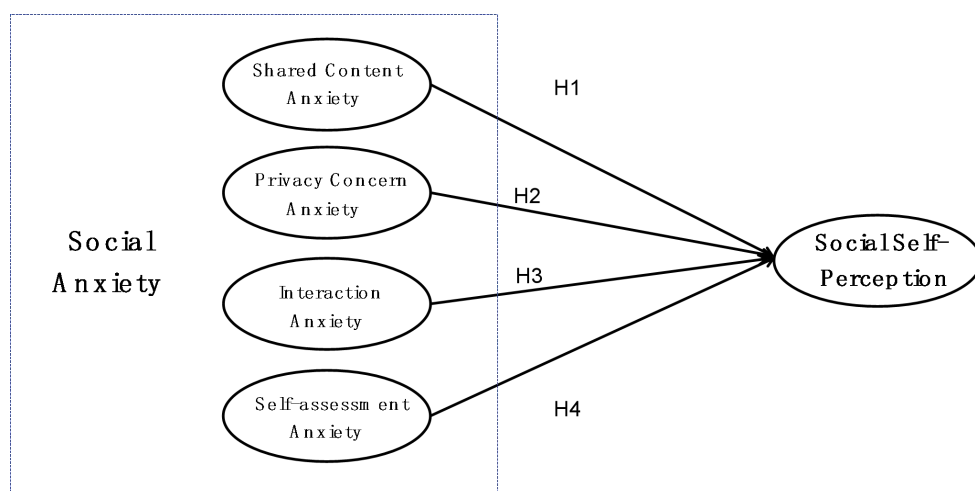
With the rapid development of information technology and social media, social media has been deeply embedded in the daily life of contemporary college students. As a special group, college students not only have higher cultural quality and stronger ability to accept new things, but also show more sensitive and complex characteristics in psychology and emotion. Against this background, the problems of social anxiety and social self-perception have gradually come to the fore.

Zhao (2023) pointed out in her master's thesis, "The Impact of Social Media Addiction on College Students' Mental Health: an Analysis of the Chain Mediation Effect," that as of December 2022, the user scale of short videos in China had exceeded one billion, with a user utilization rate of 94.8%, and the utilization rate of instant messaging had reached 97.2%. This shows that social media occupies an important position in the life of college

students. However, while social media brings convenience, it also triggers a series of mental health problems, such as depression, anxiety and stress.

Social self-perception refers to an individual's cognition and evaluation of his or her role, image and status in society. For college students, positive social self-perception can help improve self-confidence, enhance adaptability and promote psychological health. However, with the popularity of social media, college students face greater pressure to present themselves and gain recognition from others. This pressure may lead to dysregulation of self-perception and the emergence of negative emotions such as feelings of inferiority and powerlessness.

Conceptual Framework



Research Methodology

This study adopts a quantitative research design and the data for the study will be obtained by means of a questionnaire, the quality of which needs to be strictly controlled in order to ensure the reliability of the results. Five variables were designed for this study:

Variable 1: Shared Content Anxiety of Social Anxiety

Variable 2: Social Anxiety Privacy Concern Anxiety

Variable 3: Level of Interaction Anxiety for Social Anxiety

Variable 4: Self-Esteem Anxiety in Social Anxiety

Variable 5: Social self-perception

The purpose of this study was to explore the relationship between social anxiety and social self-perception among undergraduate college students in China, and Changchun University of Traditional Chinese Medicine (CUTCM) in Jilin Province, China, was a very suitable place to conduct this study. The sampling population of this paper is undergraduate students of Changchun University of Traditional Chinese Medicine, and the population size of this study is 400.

The research instrument was a questionnaire item using a 5-point Likert scale, the "Social Anxiety and Social Self-Concept in Chinese Undergraduate College Students" questionnaire, which consisted of 4 dimensions of social anxiety (21 items) and 1 dimension of social self-cognition (5 items), with a 5-level assessment scale, totaling 26 items. A 5-point Likert scale was used, ranging from "Always" = 5, "Often" = 4, "Sometimes" = 3, "Rarely" = 2 to "Never" = 1. 26 questions were used.

The qualitative study of the relationship between social anxiety and social self-perception among Chinese undergraduate students was conducted through interviews, which included two questions about the relationship between the degree of social anxiety and social self-perception, and the relationship between social anxiety and social self-perception from the perspective of Chinese undergraduates. An outline of the interview questions was designed based on a semi-structured interview model, and 10 undergraduate students from Changchun University of Traditional Chinese Medicine (CUTCM) were selected to be interviewed by the respondents.

Research Results

In conducting the questionnaire pre-survey, the researcher used a sampling method to survey undergraduate students of Changchun University of Traditional Chinese Medicine. 68 copies of the pre-questionnaire survey were distributed, and excluding incomplete questionnaires and questionnaires with obviously incorrect answers, a total of 63 valid questionnaires were obtained, with an effective recovery rate of 92.65%. The overall Cronbach's alphas of the pre-survey questionnaire were 0.940 and 0.796, which were significantly higher than the generally accepted threshold of good internal consistency of 0.7, indicating that the questionnaire items were highly reliable and consistently measured the

underlying constructs of the study. The pre-survey questionnaire KMO sampling adequacy measures of 0.845 and 0.767 are well above the minimum acceptable value of 0.5, a value that indicates that the sample size is adequate for analysis and that the correlation patterns are relatively compact, making factor analysis appropriate for this data set.

Of the 400 respondents, the gender distribution was as follows: men: 239 respondents, or 59.75% of the sample. Females: 161 respondents (40.25% of the sample), a distribution that suggests a higher representation of male students in the sample, which could reflect the demographic characteristics of the university population investigated or a specific interest in the fast food consumption patterns investigated. The distribution of respondents by undergraduate year was divided into four groups: first year: 79 respondents (19.75%), second year: 141 respondents (35.25%), third year: 156 respondents (39%), and fourth year: 24 respondents (6.00%). The second year was the main group of respondents, accounting for more than half of the respondents (60.25%), indicating that second year undergraduate students were the most active among the respondent group.

The mean values for the social anxiety questions ranged from 2.643 to 3.555, indicating that the majority of students' responses were centered between "sometimes" and "often". The highest mean was X9 (I feel anxious that my private information may be shared publicly, 3.555), followed by X8 (I feel anxious that my private information may be accessed by others, 3.515), which were related to privacy concerns, indicating that students' anxiety about privacy was more pronounced. The lowest mean was found at X15 (I feel uneasy when making new friends, 2.643), which correlates with interaction anxiety, indicating that students have relatively low anxiety when meeting others for the first time. The median data is consistent with the mean, with the majority of questions having a median of 3, indicating that students' overall attitudes skew toward neutrality.

Mean values for social self-perception questions: the mean values for questions Y1-Y5 ranged from 1.975 to 3.078. The highest mean was Y1 (I don't know my place among my peers, 3.078) and the lowest mean was Y3 (My parents don't like me, 1.975). The result of Y1 shows that most of the students are neutral about their place among their peers, while the result of Y3 shows that most of the students don't think that they don't make friends easily. Median: Y1 and Y2 (I don't make friends easily) have a median of 3, which indicates that

students have a more neutral view on the issue. Whereas, the median position of 1 for Y3 and 2 for Y4 (I am often ignored by my teachers) and Y5 (I am not easily liked) shows that most of the students tend not to think that they are not liked by their parents, do not make friends easily, are not liked or are not often ignored.

The Cronbach alpha coefficients of 0.943 for the 21 questions (X1-X21) on social anxiety and 0.806 for the 5 questions (Y1-Y5) on social self-perception indicate that the scale also has good internal consistency. The KMO value for the validity test of the Social Anxiety Scale was 0.854, indicating that the data were well suited for factor analysis. The KMO value ranged between 0.8 and 0.9, indicating good moderation and strong correlation between the data, making it suitable for further structural analysis. The KMO value for the validity test of the Social Self-Concept Scale was 0.779, indicating that the data were suitable for factor analysis. The KMO value ranged between 0.7 and 0.8, indicating moderate moderation, strong correlation between the data, and suitability for factor analysis but not as effective as the Social Anxiety Scale.

This study examined the correlation between social anxiety (X1-X21) and social self-perception (Y1-Y5) among Chinese undergraduate college students by analyzing data from 400 questionnaires.

It can be seen that there is a significant positive correlation between most of the social anxiety problems (X1-X21) and social self-perception problems (Y1-Y5). This means that when students feel anxious in certain social situations, their perception of their social roles and status is also affected. The correlation coefficient between X2 (I worry that I will be ridiculed by others for what I share) and Y4 (I worry that my good friends do not support my behavior) is 0.433, indicating that students' self-perception is more affected in specific social situations.

The correlation coefficient between X3 (the third problem of social anxiety) and Y5 (I am not easily liked) is 0.286, which indicates that students' self-perceptions change significantly when they feel anxious in certain specific social situations.

The correlation coefficient between Y2 (I don't make friends easily) and X4 (I worry that my good friends don't support my behavior) is 0.410, showing a moderate positive correlation. The correlation coefficients between Y4 (I'm often ignored by my teachers) and

X2 (I worry that I'll be laughed at for what I'm sharing) and X3 (I worry that I'm sharing content that others won't like) are higher, at 0.433 respectively, 0.473, indicating that anxiety in specific social situations has a greater impact on students' self-perceptions.

It can be seen that there is a significant positive correlation between social anxiety and social self-perception among Chinese undergraduate college students, and this correlation is especially significant in some specific social situations. In most cases, there is a positive correlation between different aspects of social anxiety and different dimensions of social self-perception, which suggests that when students feel anxious in social situations, their social self-perception is also affected.

In this study, an outline of interview questions was designed based on the thinking model of semi-structured interviews, and 10 undergraduate students of Changchun University of Traditional Chinese Medicine were selected to be interviewed; first year: 2 respondents, second year: 3 respondents, third year: 3 respondents, and fourth year: 2 respondents.

1. The first question: social anxiety level and social self-perception from the perspective of Chinese college students.

In interviews with 10 undergraduate students at Changchun University of Traditional Chinese Medicine, respondents generally agreed that there is a close relationship between social anxiety and social self-perception. Social anxiety, which manifests itself as nervousness and uneasiness when interacting with others and excessive concern about others' evaluations, was prevalent among students at all grade levels.

Respondents felt that social anxiety made them more concerned about what others thought and neglected to recognize and affirm themselves. This anxiety interfered with their perception of their roles and positions in society, forming a negative self-evaluation. To reduce social anxiety and enhance social self-perception, the interviewees felt that they needed to gradually overcome this psychological barrier and build positive self-perceptions through more social practices.

2. The second question: what is the relationship between social anxiety and social self-perception from the perspective of Chinese college students?

In interviews with 10 undergraduate students at Changchun University of Traditional Chinese Medicine (CCTM), respondents generally agreed that there is a strong

relationship between social anxiety and social self-perception. Social anxiety, which manifests itself as nervousness, uneasiness in social situations, and excessive concern about the evaluations of others, was prevalent among students at all grade levels.

Respondents felt that social anxiety made them more concerned about the perceptions of others and neglected to recognize and affirm their selves. This anxiety interfered with their perception of their roles and positions in society, creating a negative self-evaluation. Reducing social anxiety is crucial to building a positive social self-perception, and through more socialization practices, they hope to gradually overcome this psychological barrier and enhance their self-confidence and self-perception.

Conclusion

This chapter includes a summary of all the important aspects of the study, drawing consistent conclusions about the relationship between social anxiety and social self-perception through a 26-question questionnaire and qualitative interviews about social anxiety and social self-perception.

Research Objective 1: To study the level of social anxiety and social self-perception from the perspective of Chinese undergraduate college students.

This study delved into the relationship between social anxiety and social self-perception through a questionnaire survey of 400 Chinese undergraduate college students. The results indicate that social anxiety is prevalent in the college student population and significantly affects their social self-perceptions.

Research Objective 2: To analyze the relationship between social anxiety and social self-perception from the perspective of Chinese undergraduate college students.

This study further validated the relationship between social anxiety and social self-perception through descriptive statistics, reliability-validity analysis, and correlation analysis. The results of the study showed that there was a significant positive correlation between social anxiety and social self-perception.

This study found that social anxiety significantly affects social self-perception, and social anxiety makes students pay more attention to the evaluation of others, thus ignoring the recognition of the self, leading to negative self-perception. This negative perception further aggravates social anxiety, forming a vicious circle. While reducing social anxiety helps to

establish positive social self-perception, educators and counselors should pay attention to students' social anxiety problems and help students reduce anxiety and enhance self-confidence and social adaptability through psychological support and social skills training.

Discussions

The findings suggest that social anxiety is prevalent among college students and significantly affects social self-perceptions in different dimensions. First, regarding shared content anxiety, students often worry that their words and actions will be ridiculed or disliked by others when sharing content. For example, the high mean values of X1 ("I am worried that others will find my behavior embarrassing") and X6 ("I am afraid that no one will like my post") indicate that students are generally anxious when sharing content, and this anxiety mainly stems from their evaluation of others' High Concern.

Second, privacy worry anxiety was also a notable issue. Students' concern about the possible disclosure of their personal privacy was more pronounced, showing higher levels of anxiety. x8 ("The possibility of my private information being accessed by others makes me anxious") and x9 ("I am afraid that others will reveal my secrets") had the highest mean values, which This indicates that students are very concerned about the security of their personal privacy and feel uneasy about possible privacy leakage.

Interaction anxiety, on the other hand, is prominent when students are interacting with strangers or people they do not know very well. High averages of X13 ("I get anxious when talking to people I just met") and X14 ("I get nervous when speaking in public") show that students in such situations often feel nervous and uneasy. Self-appraisal anxiety is also an important factor affecting students' social anxiety. x19 ("I worry that I will make a negative impression on others") and x21 ("I am afraid of making mistakes in social situations") show that students are highly concerned about their image in the eyes of others and are anxious about negative evaluations.

Social anxiety causes students to pay more attention to the evaluation of others, thus ignoring the recognition of self, leading to negative self-perception. This negative perception further aggravates social anxiety, forming a vicious circle. Therefore, reducing social anxiety is crucial for establishing positive social self-perceptions, which can help

students better adapt to college life and enhance self-confidence.

The results of the study indicate that there is a significant negative correlation between social anxiety and social self-perception. Specifically, different dimensions of social anxiety showed significant correlations with aspects of social self-perception. For example, the correlation coefficient between X2 ("I worry that the content I share will be ridiculed by others") and Y4 ("I am not easily liked") is 0.433, indicating a significant negative correlation between shared content anxiety and social self-perception. This implies that when students feel more anxiety when sharing content, their perceptions of their social roles and status may be more negative.

Privacy worry anxiety likewise had a significant effect on social self-perceptions. The correlation coefficient between X9 ("The possibility of my private information being shared publicly makes me anxious") and Y2 ("My parents don't like me") was 0.269, suggesting that the more privacy worries were severe, the more negative students' self-perceptions of family relationships. Privacy anxiety not only affects students' social interactions, but also spills over into their perceptions of family support.

Interaction anxiety also had a significant effect on students' social self-perceptions. The correlation coefficient between X14 ("I get nervous when I talk to people I don't know very well") and Y1 ("I don't know where I stand among my peers") was .277, showing that the interaction anxiety levels are higher, the less clear the students' self-positioning in social relationships is. Students with high interaction anxiety are often unsure of their social roles, which affects the clarity of their self-perceptions.

In addition, a negative correlation between self-evaluation anxiety and social self-perceptions was verified. The correlation coefficient between X19 ("I am worried that I will make a negative impression on others") and Y3 ("I am often ignored by teachers") was 0.197, which indicates that the more severe the self-evaluation anxiety, the more negative the students' self-perceptions of academic and social roles may be.

Social anxiety significantly affects social self-perception, and this study found that social anxiety makes students pay more attention to the evaluation of others, thus ignoring the recognition of the self, leading to negative self-perception. This negative perception further aggravates social anxiety, forming a vicious circle. Therefore, reducing social anxiety can

help establish positive social self-perception. Educators and counselors should pay attention to students' social anxiety problems and help students reduce anxiety and enhance self-confidence and social adaptability through psychological support and social skills training.

Suggestions

This study verified the significant negative correlation between social anxiety of undergraduate college students on different dimensions and social self-perception through a questionnaire survey of 400 undergraduate college students. These findings not only provide important theoretical support for our understanding of undergraduates' psychological state, but also provide practical guidance for educators and counselors to help them better identify and cope with students' social anxiety problems, so as to enhance students' psychological health and social adaptability. Future research could further explore specific interventions to provide individualized support and guidance for different types of social anxiety to improve students' overall mental health.

Future research could refine the different types of social anxiety, such as shared content anxiety, privacy concern anxiety, interaction anxiety, and self-evaluation anxiety, and investigate the specific effects of these types on social self-perception separately. Based on a deeper understanding of the types of social anxiety, future research should aim to develop and validate individualized interventions for different types of social anxiety. Future research should also focus on how to build a comprehensive mental health support system in colleges and universities, including mental health education, psychological counseling services, peer support networks, and family education guidance.

Future research should focus on the types of social anxiety, personalized interventions and comprehensive support system to gradually improve the mental health support system for college students. This will help improve students' mental health, promote their better adaptation to university life, and lay a solid foundation for their academic and future development. Through scientific research and practical exploration, it is expected that more effective methods can be found to help college students overcome social anxiety, build a positive social self-perception, and move towards a healthier and more successful future.

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RELATIONSHIP BETWEEN SOCIAL ANXIETY AND SOCIAL SELF-PERCEPTION AMONG UNDERGRADUATE CHINESE COLLEGE STUDENTS AND INTERVENTION MEASURES

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Abstract

This study aims to explore the relationship between social anxiety and social self-perception among Chinese undergraduate college students, and to propose corresponding intervention strategies. Conducted at Changchun University of Traditional Chinese Medicine, the study used a combination of quantitative and qualitative methods to collect data and analyze the effects of different dimensions of social anxiety on social self-perceptions through 400 undergraduates participating in a questionnaire survey and semi-structured interviews with 10 undergraduates. Through descriptive statistics, reliability-validity analysis and correlation analysis, the results showed that social anxiety is prevalent among undergraduates and significantly affects their social self-perception. Different dimensions of social anxiety (shared content anxiety, privacy concern anxiety, interaction anxiety, and self-evaluation anxiety) showed significant positive correlations with various aspects of social self-perception, indicating that the higher the level of social anxiety, the more negative the social self-perception. The findings suggest that social anxiety significantly affects social self-perceptions, causing students to pay more attention to the evaluations of others and neglecting to recognize their own selves, leading to negative self-perceptions. This negative cognition further aggravates social anxiety, forming a vicious circle. Therefore, reducing social anxiety is crucial for establishing positive social self-perceptions. Through the interviews, students suggested some intervention strategies, including strengthening mental health education, providing more psychological counseling

services and social skills training, organizing team building activities and mental health lectures, and encouraging participation in offline social activities. These measures can help students alleviate social anxiety, enhance self-confidence and social adaptability, and build a positive social self-perception. It is recommended that colleges and universities help students cope with social anxiety, enhance social skills and social self-perception, and promote their overall development through systematic mental health education and support measures.

Keywords: *Undergraduate College Students; Social Anxiety; Social Self-Perception, ; Changchun University of Traditional Chinese Medicine*

Introduction

With the development of modern society and the progress of information technology, social media and the Internet have been deeply integrated into the daily life of college students. Under this new media environment, the socialization of college students has changed significantly, and the problems of social anxiety and social self-perception have become increasingly prominent. Changchun University of Traditional Chinese Medicine (CUTCM), as a well-known higher education institution of traditional Chinese medicine (TCM), its undergraduates face great challenges in terms of academic pressure, employment competition, and interpersonal relationships, which may further exacerbate their social anxiety and affect their social self-perceptions.

Social anxiety refers to the psychological state in which individuals feel uneasy, nervous or even fearful due to the fear of negative evaluations in social situations. This kind of anxiety is particularly prevalent in the college student population, especially when facing new interpersonal relationships, academic pressures and future uncertainty. Undergraduates at Changchun University of Traditional Chinese Medicine (CUTCM) not only have to cope with academic pressures, but also have to face the real challenges of internships and employment, and the problem of social anxiety appears to be more complex and diversified.

Research has shown that social anxiety not only affects the mental health of college students, but also has a negative impact on their academic performance, interpersonal relationships, and career development. High levels of social anxiety may cause college students to avoid social activities and reduce opportunities to interact with others, which in

turn affects the establishment and maintenance of their social support networks.

Social self-perception refers to an individual's cognition and evaluation of his or her role and image in society, including the dimensions of self-esteem, self-efficacy and self-evaluation. For college students, positive social self-perception can help improve their self-confidence, enhance adaptability and promote psychological health.

In reality, in the student population of Changchun University of Traditional Chinese Medicine (CCTM), students face greater pressure to present themselves and gain recognition from others due to high academic and professional demands and the popularity of social media. This pressure may lead to dysfunctional self-perceptions and negative emotions such as feelings of inferiority and powerlessness, which in turn affect their mental health and social behaviors.

Research Objective

Objective 1: To analyze the relationship between social anxiety and social self-perception from the perspective of Chinese undergraduate college students.

Objective 2: To examine how social anxiety affects social self-perceptions from the perspective of Chinese undergraduate college students and to propose intervention strategies.

Literature Review

Social anxiety is the tension and fear that individuals perceive in social media, including privacy concerns, interaction anxiety, and negative evaluation fear. The degree of online social anxiety is lower than that of real social anxiety, but the manifestations are different, with shared content anxiety, privacy concerns, interaction anxiety, and self-evaluation anxiety being anxiety manifestations specific to online social environments. Online social anxiety has an impact on the psychology and behavior of individuals using social media, with users feeling fatigued and burned out, having a negative attitude, being reluctant to post news and update their homepages, and tending to "dive in" and avoid interactions.

In Yan et al.'s (2022) "A Survey Study of Social Anxiety Situation of College Students in Medical Schools," the focus is on the current situation of social anxiety among

college students, its causes, and the concepts related to social anxiety online. Social anxiety refers to the psychological state in which an individual feels nervous, worried, or even fearful in social situations. This kind of anxiety is prevalent among college students, especially when entering new learning and living environments. A study by Yan Shizhen et al. showed that the prevalence of high social anxiety among college students in medical schools was 11.2%, with a higher prevalence among female students (12.3%) than male students (9.6%). In addition, freshmen had significantly higher levels of social anxiety than graduates, which may be due to the fact that freshmen need to adapt to new environments and social networks, and this adaptation stress can lead to higher levels of anxiety.

Yan et al. noted that the causes of social anxiety include the following:

1. Self-evaluation or cognitive dissonance: Low self-esteem, low self-efficacy and negative self-evaluation are important components of social anxiety. Negative perceptions of oneself can exacerbate an individual's social anxiety, causing him or her to feel uneasy and fearful in social situations.

2. Lack of social skills: Individuals lacking effective social skills can feel overwhelmed by social interactions, which can trigger anxiety.

3. Gender differences: Studies have shown that girls generally have higher levels of social anxiety than boys, which may be related to the fact that women are more concerned about their own image and social evaluation.

4. Differences in disciplines and faculties: There are significant differences in social anxiety levels among students of different faculties. Students majoring in clinical medicine had lower levels of social anxiety because they had a stronger sense of professional identity and higher self-confidence, while students majoring in humanities and foreign languages had higher levels of social anxiety because they had a lower sense of professional identity.

Although Yan et al.'s study focused on traditional face-to-face social situations, the causes of social anxiety it revealed are also applicable to online social environments. Online social anxiety refers to the anxiety that individuals experience when using social media or engaging in online interactions. This anxiety may stem from several sources:

1. Self-presentation pressure: In social media, individuals need to constantly present themselves to gain recognition and approval from others. This self-presentation pressure can lead to anxiety, especially if one is not confident in one's image.

2. Evaluation anxiety: Online interactions are often accompanied by public evaluation and feedback, such as likes and comments. Such evaluation mechanisms may exacerbate an individual's concern about the evaluation of others, leading to social anxiety.

3. Miscommunication: The non-face-to-face nature of online communication can lead to incomplete information transfer and misunderstanding, which in turn can trigger anxiety.

Yan et al. suggest that colleges and universities should help students alleviate social anxiety through a variety of ways, such as carrying out mental health lectures, pushing out psychological science articles, and organizing group counseling activities. In addition, for online social anxiety, interventions can be made in the following ways:

1. Improvement of self-knowledge: helping students to establish correct self-knowledge, increase self-confidence, and reduce excessive attention to the evaluation of others.

2. Enhancement of social skills: Through training and simulations, students' online communication skills are enhanced to reduce anxiety caused by miscommunication.

3. Establishment of a support network: through a combination of online and offline methods, a peer support network is established so that students can receive timely help and support when they encounter problems.

The study by Yan et al. provides an important theoretical foundation for understanding and coping with social anxiety in college students. Combined with the characteristics of online social anxiety, more comprehensive interventions can be developed to help college students better cope with social challenges and promote their psychological health.

A great deal of current research considers self-perception to be a multidimensional construct involving individuals' perceptions of their own particular domains, such as self-concept, academics, physical appearance, emotions, and interpersonal relationships.

Chen et al. (2024) explored the concept of "college students' social self-concept", and the researchers deeply interpreted their elaboration of social self-concept and explored the impact of the new media environment on college students' social self-concept.

Social self-perception refers to an individual's perception and evaluation of his or her role, behavior, and image in social interactions. This cognition has an important impact on an individual's psychological health and social behavior. Chen Chi et al. pointed out in the literature that college students often display themselves through social media and seek recognition and feedback from others in the new media environment, and during this process, the individual's social self-perception is gradually formed and affected, such as information overload and self-perception.

Social comparison vs. self-evaluation, disconnect between virtual socialization and reality, etc.

In order to help college students form positive social self-perceptions in the new media environment, Chen Chi et al. proposed a series of intervention strategies:

1. Mental health education:

Colleges and universities should strengthen mental health education and help college students to correctly recognize and manage their emotions and stress by offering mental health courses and holding lectures. Enhance students' self-knowledge ability so that they can maintain positive self-evaluation in the new media environment.

2. Enhancing media literacy:

Cultivate college students' media literacy, guide them to use new media correctly, and rationally view information and evaluations on social media. Through education, help students learn to recognize false information and negative influence, and reduce negative self-evaluation brought about by social comparison.

3. Encourage offline socialization:

Encourage college students to participate in offline social activities to enhance their real-life social skills. By organizing various group activities and social training, students can improve their social self-confidence and ability in real life and reduce their dependence on virtual social interaction.

The new media environment has had a profound impact on college students' social self-perception, bringing both convenience and challenges. Strategies such as strengthening mental health education, enhancing media literacy and encouraging offline socialization can help college students form a healthy social self-perception in the new media environment, so as to effectively deal with social anxiety and improve their overall mental health.

The article by Alkis (2017) provides a valuable theoretical reference on social anxiety, especially online social anxiety. Social Anxiety (SA) is a psychological state in which an individual feels nervous, uneasy, and fearful in social situations due to the fear of negative comments from others. This anxiety is often accompanied by avoidance behaviors that interfere with an individual's normal social interactions. Hartman's (1986) definition, cited in the literature, describes social anxiety as "the persistent experience of discomfort, negative thoughts, and incompetence in anticipating and carrying out interpersonal interactions." Leary (1983) defines it as "a psychological condition that is triggered by real or imagined interpersonal appraisals in a social situation". anxiety states triggered by interpersonal evaluations in the environment".

With the popularity of social media, online social anxiety has become an important area of research. The Social Anxiety Scale for Social Media Users (SAS-SMU) developed in the literature reveals four dimensions of online social anxiety:

1. Shared Content Anxiety (SCA):

Individuals who share content on social media worry about negative comments from others about their content. For example, individuals may worry about not liking or commenting on their posts, which can lead to anxiety.

2. Privacy Concern Anxiety (PCA):

Individuals are concerned about the disclosure and inappropriate use of their personal information on social media. Privacy concern anxiety involves worries about the security of personal information, such as the fear that private information will be accessed by third parties or made public without permission.

3. Interaction Anxiety (IA):

Individuals feel nervous and uneasy when interacting with others, especially with new acquaintances. The anonymity and virtual nature of online interactions makes this

anxiety more pronounced.

4. Self-Evaluation Anxiety (SEA):

Individuals worry about the negative perceptions of others when evaluating their self-image and behavior on social media. This anxiety is closely related to individuals' perceptions of their own performance on social media and the evaluations they receive.

Jia et al. (2022) suggested that online social anxiety can be effectively alleviated by improving college students' social media literacy and mental health education. Specific strategies include education and training, psychological support, encouraging healthy social behaviors, etc., and encouraging students to participate in offline activities to enhance their social skills in reality and reduce their dependence on virtual social interaction.

In Rosenberg's (2006) study of self-perception, self-perception is defined in three ways: general psychology considers self-perception to be part of an individual's cognition, psychoanalysis considers self-perception to be the source of psychological stress, and sociology considers self-perception to be an inevitable product of social life. Rosenberg also pointed out that self-perception is the individual's perception of the self as an object and the resulting self-evaluations and cognitive affects, which he first referred to in his 1979 monograph and defined in terms of self-image; it is in this sense that Rosenberg treats self-perception and self-image as the same thing, and that the self in his theory is a phenomenon, not a process.

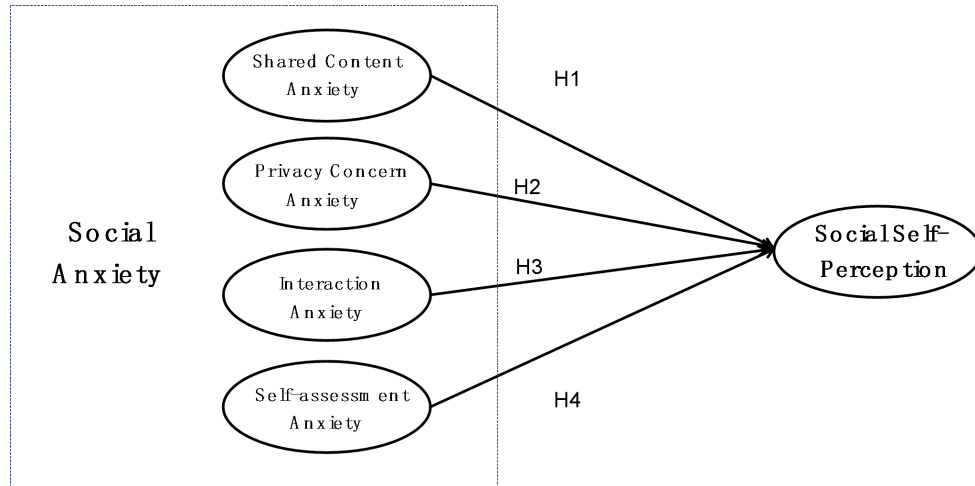
Shavelson (1976) et al. proposed a multidimensional hierarchical model of self-perception for adolescents. In this model, self-perception is the individual's perception of self as interpreted by the experience of self, which belongs to the concept of multilevel and multidimensional system. In this system concept, general self-perception is the top and below it are academic self-perception and non-academic self-perception. While academic self-perception is divided into mathematical self-perception, verbal self-perception, etc.; non-academic self-perception can be divided into physical self-perception, social self-perception and emotional self-perception. After that, physical self-perception can be seen as two dimensions of physical ability and appearance, where social self-perception can be seen as two dimensions of peer relationships, significant other relationships, etc.

Duan et al. (2014) explored the intervention methods of college students' social anxiety from the perspective of positive psychology and proposed an effective strategy to enhance college students' mental health through experiential mental health education. In the paper, the significant effect of experiential teaching in alleviating social anxiety was verified through a three-month mental health education experiment conducted on students of Hunan Police College.

Duan et al. emphasize that positive psychology advocates combating adverse emotions and psychological problems by uncovering and cultivating individuals' positive qualities and potential. This perspective suggests that cultivating positive cognitive and affective experiences can significantly improve an individual's subjective well-being and mental health. In the specific experimental process, the research team designed experiential mental health education activities covering various aspects such as self-awareness, interpersonal adaptation and career planning, and helped students to improve their self-awareness and social skills in positive motivation through practical exercises and interactions.

The results of the study showed that after three months of experiential training, the level of social anxiety of the students in the experimental group decreased significantly and was significantly lower than that of the control group. Meanwhile, the social anxiety scores of the students in the experimental group differed significantly before and after the training, verifying the effectiveness of the positive psychology intervention strategy. This result suggests that through positive psychological experience and positive motivation, college students' social anxiety can be effectively alleviated and their social self-perception can be enhanced.

Conceptual Framework



Research Methodology

This study adopts a quantitative research design and the data for the study will be obtained by means of a questionnaire, the quality of which needs to be strictly controlled in order to ensure the reliability of the results. Five variables were designed for this study:

Variable 1: Shared Content Anxiety of Social Anxiety

Variable 2: Social Anxiety Privacy Concern Anxiety

Variable 3: Level of Interaction Anxiety for Social Anxiety

Variable 4: Self-Esteem Anxiety in Social Anxiety

Variable 5: Social self-perception

The purpose of this study was to explore the relationship between social anxiety and social self-perception among undergraduate college students in China, and Changchun University of Traditional Chinese Medicine (CUTCM) in Jilin Province, China, was a very suitable place to conduct this study. The sampling population of this paper is undergraduate students of Changchun University of Traditional Chinese Medicine, and the population size of this study is 400.

The research instrument was a questionnaire item using a 5-point Likert scale, the "Social Anxiety and Social Self-Concept in Chinese Undergraduate College Students" questionnaire, which consisted of 4 dimensions of social anxiety (21 items) and 1 dimension

of social self-cognition (5 items), with a 5-level assessment scale, totaling 26 items. A 5-point Likert scale was used, ranging from "Always" = 5, "Often" = 4, "Sometimes" = 3, "Rarely" = 2 to "Never" = 1. 26 questions were used.

The qualitative study was conducted through semi-structured interviews with Chinese college students as the perspective of the relationship between social anxiety and social self-perception, and how social anxiety affects social self-perception, and two questions proposing intervention strategies, the respondents selected 10 undergraduate students from Changchun University of Traditional Chinese Medicine for interviews.

Research Results

In conducting the questionnaire pre-survey, the researcher used a sampling method to survey undergraduate students of Changchun University of Traditional Chinese Medicine. 68 copies of the pre-questionnaire survey were distributed, and excluding incomplete questionnaires and questionnaires with obviously incorrect answers, a total of 63 valid questionnaires were obtained, with an effective recovery rate of 92.65%. The overall Cronbach's alphas of the pre-survey questionnaire were 0.940 and 0.796, which were significantly higher than the generally accepted threshold of good internal consistency of 0.7, indicating that the questionnaire items were highly reliable and consistently measured the underlying constructs of the study. The pre-survey questionnaire KMO sampling adequacy measures of 0.845 and 0.767 are well above the minimum acceptable value of 0.5, a value that indicates that the sample size is adequate for analysis and that the correlation patterns are relatively compact, making factor analysis appropriate for this data set.

Of the 400 respondents, the gender distribution was as follows: men: 239 respondents, or 59.75% of the sample. Females: 161 respondents (40.25% of the sample), a distribution that suggests a higher representation of male students in the sample, which could reflect the demographic characteristics of the university population investigated or a specific interest in the fast food consumption patterns investigated. The distribution of respondents by undergraduate year was divided into four groups: first year: 79 respondents (19.75%), second year: 141 respondents (35.25%), third year: 156 respondents (39%), and fourth year: 24 respondents (6.00%). The second year was the main group of respondents, accounting for

more than half of the respondents (60.25%), indicating that second year undergraduate students were the most active among the respondent group.

The mean values for the social anxiety questions ranged from 2.643 to 3.555, indicating that the majority of students' responses were centered between "sometimes" and "often". The highest mean was X9 (I feel anxious that my private information may be shared publicly, 3.555), followed by X8 (I feel anxious that my private information may be accessed by others, 3.515), which were related to privacy concerns, indicating that students' anxiety about privacy was more pronounced. The lowest mean was found at X15 (I feel uneasy when making new friends, 2.643), which correlates with interaction anxiety, indicating that students have relatively low anxiety when meeting others for the first time. The median data is consistent with the mean, with the majority of questions having a median of 3, indicating that students' overall attitudes skew toward neutrality.

Mean values for social self-perception questions: the mean values for questions Y1-Y5 ranged from 1.975 to 3.078. The highest mean was Y1 (I don't know my place among my peers, 3.078) and the lowest mean was Y3 (My parents don't like me, 1.975). The result of Y1 shows that most of the students are neutral about their place among their peers, while the result of Y3 shows that most of the students don't think that they don't make friends easily. Median: Y1 and Y2 (I don't make friends easily) have a median of 3, which indicates that students have a more neutral view on the issue. Whereas, the median position of 1 for Y3 and 2 for Y4 (I am often ignored by my teachers) and Y5 (I am not easily liked) shows that most of the students tend not to think that they are not liked by their parents, do not make friends easily, are not liked or are not often ignored.

The Cronbach alpha coefficients of 0.943 for the 21 questions (X1-X21) on social anxiety and 0.806 for the 5 questions (Y1-Y5) on social self-perception indicate that the scale also has good internal consistency. The KMO value for the validity test of the Social Anxiety Scale was 0.854, indicating that the data were well suited for factor analysis. The KMO value ranged between 0.8 and 0.9, indicating good moderation and strong correlation between the data, making it suitable for further structural analysis. The KMO value for the validity test of the Social Self-Concept Scale was 0.779, indicating that the data were suitable for factor analysis. The KMO value ranged between 0.7 and 0.8, indicating moderate moderation, strong

correlation between the data, and suitability for factor analysis but not as effective as the Social Anxiety Scale.

This study examined the correlation between social anxiety (X1-X21) and social self-perception (Y1-Y5) among Chinese undergraduate college students by analyzing data from 400 questionnaires.

It can be seen that there is a significant positive correlation between most of the social anxiety problems (X1-X21) and social self-perception problems (Y1-Y5). This means that when students feel anxious in certain social situations, their perception of their social roles and status is also affected. The correlation coefficient between X2 (I worry that I will be ridiculed by others for what I share) and Y4 (I worry that my good friends do not support my behavior) is 0.433, which suggests that the students' self-perceptions are affected to a greater extent in specific social situations. The correlation coefficient between X3 (social anxiety's third problem) and Y5 (I am not easily liked) have a correlation coefficient of 0.286, which suggests that students' self-perceptions change significantly when they feel anxious in certain specific social situations. The correlation coefficient between Y2 (I don't make friends easily) and X4 (I am worried that my good friends don't support my behavior) has a correlation coefficient of 0.410, which shows a moderate positive correlation. The correlation coefficient between Y4 (I am often ignored by teachers) and X2 (I worry that what I share will be ridiculed by others) and X3 (I worry that what I share will not be liked by others) is higher with 0.433 and 0.473, respectively, which indicates that anxiety in a specific social situation has a greater impact on students' self-perceptions.

It can be seen that there is a significant positive correlation between social anxiety and social self-perception among Chinese undergraduate college students, and this correlation is especially significant in some specific social situations. In most cases, there is a positive correlation between different aspects of social anxiety and different dimensions of social self-perception, which suggests that when students feel anxious in social situations, their social self-perception is also affected.

In this study, an outline of interview questions was designed based on the thinking model of semi-structured interviews, and 10 undergraduate students of Changchun University

of Traditional Chinese Medicine were selected to be interviewed; first year: 2 respondents, second year: 3 respondents, third year: 3 respondents, and fourth year: 2 respondents.

1. The first question: what is the relationship between social anxiety and social self-perception from the perspective of Chinese college students?

In interviews with 10 undergraduate students at Changchun University of Traditional Chinese Medicine, respondents generally agreed that there is a strong relationship between social anxiety and social self-perception. Social anxiety, which manifests itself as nervousness, uneasiness in social situations, and excessive concern about the evaluations of others, was prevalent among students at all grade levels.

Respondents felt that social anxiety made them more concerned with the perceptions of others and neglected to recognize and affirm their selves. This anxiety interfered with their perception of their role and position in society, creating a negative self-evaluation. Reducing social anxiety is crucial to building a positive social self-perception, and through more socialization practices, they hope to gradually overcome this psychological barrier and enhance their self-confidence and self-perception.

2. The second question: How does social anxiety's affect social self-perceptions from the perspective of Chinese undergraduate college students and propose intervention strategies.

Ten Changchun University of Traditional Chinese Medicine undergraduate students generally agreed that social anxiety had a significant impact on their social self-perceptions. First-year students noted that social anxiety made them overly concerned about others' evaluations when interacting with peers, which affected their self-confidence and self-perception. Second-year students indicated that social anxiety made them feel confused and uneasy when speaking in public, especially when sharing content on social media. They suggested that schools should strengthen mental health education and provide more counseling services and social skills training. Year 3 students considered that social anxiety made them feel nervous in social activities and affected their perception of their social roles and status. They suggested that the school should organize more teamwork projects and mental health talks to help students gradually overcome their social fears. Fourth-grade students said that social anxiety was particularly evident in face-to-face interactions, and

suggested that their schools should provide more social activities and psychological counseling services to help students improve their social skills and self-confidence.

Conclusion

This chapter includes a summary of all the important aspects of the study, with conclusions drawn from the findings in Chapter 4 and a discussion that builds on the theoretical perspectives of the literature review in Chapter 2. Consistent conclusions about the relationship between social anxiety and social self-perception were drawn from a 26-question questionnaire and qualitative interviews about social anxiety and social self-perception.

Research Objective 1: To analyze the relationship between social anxiety and social self-perception from the perspective of Chinese undergraduate college students.

This study further validated the relationship between social anxiety and social self-perception through descriptive statistics, reliability-validity analysis, and correlation analysis. The results of the study showed that there was a significant positive correlation between social anxiety and social self-perception.

Research Objective 2: How social anxiety's affects social self-perceptions from the perspective of Chinese undergraduate college students and propose intervention strategies.

Students pointed out that social anxiety made them overly concerned about others' comments when interacting with peers, which affected their self-confidence and self-recognition; and social anxiety made them feel confused and uneasy when speaking in public, especially when sharing content on social media. They suggested that schools should strengthen mental health education and provide more psychological counseling services and social skills training.

Students considered that social anxiety made them feel nervous in social activities and affected their perception of their social roles and status. They suggested that the school should organize more teamwork projects and mental health talks to help students gradually overcome their social fears. Students indicated that social anxiety was particularly pronounced during face-to-face interactions, and suggested that the school should provide

more social activities and psychological counseling services to help students improve their social skills and self-confidence.

Discussions

The results of the study indicate that there is a significant negative correlation between social anxiety and social self-perception. Specifically, different dimensions of social anxiety showed significant correlations with aspects of social self-perception. For example, the correlation coefficient between X2 ("I worry that the content I share will be ridiculed by others") and Y4 ("I am not easily liked") is 0.433, indicating a significant negative correlation between shared content anxiety and social self-perception. This implies that when students feel more anxiety when sharing content, their perceptions of their social roles and status may be more negative.

Privacy worry anxiety likewise had a significant effect on social self-perceptions. The correlation coefficient between X9 ("The possibility of my private information being shared publicly makes me anxious") and Y2 ("My parents don't like me") was 0.269, suggesting that the more privacy worries were severe, the more negative students' self-perceptions of family relationships. Privacy anxiety not only affects students' social interactions, but also spills over into their perceptions of family support.

Interaction anxiety also had a significant effect on students' social self-perceptions. The correlation coefficient between X14 ("I get nervous when I talk to people I don't know very well") and Y1 ("I don't know where I stand among my peers") was .277, showing that the interaction anxiety levels are higher, the less clear the students' self-positioning in social relationships is. Students with high interaction anxiety are often unsure of their social roles, which affects the clarity of their self-perceptions.

In addition, a negative correlation between self-evaluation anxiety and social self-perceptions was verified. The correlation coefficient between X19 ("I am worried that I will make a negative impression on others") and Y3 ("I am often ignored by teachers") was 0.197, which indicating that the more severe the self-evaluation anxiety, the more negative the students' self-perceptions of academic and social roles may be.

Social anxiety significantly affects social self-perception, and this study found that social anxiety makes students pay more attention to the evaluation of others, thus ignoring the

recognition of the self, leading to negative self-perception. This negative perception further aggravates social anxiety, forming a vicious circle. Therefore, reducing social anxiety can help establish positive social self-perception. Educators and counselors should pay attention to students' social anxiety problems and help students reduce anxiety and enhance self-confidence and social adaptability through psychological support and social skills training.

Suggestions

This study reveals the close relationship between social anxiety and social self-perception among Chinese undergraduate college students, and emphasizes the importance of reducing social anxiety for building positive social self-perception. Future research should further explore specific interventions to enhance students' mental health and social adaptability for their academic and life. Through systematic mental health education and support, we can help students establish positive self-perceptions, enhance their confidence and adaptability in society, and thus promote their all-round development, such as mental health education, social skills training, and the establishment of a support system, etc. Through the above measures, colleges and universities can effectively help students recognize and cope with social anxiety, enhance their social skills and social self-perceptions, and promote the students' overall development.

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ACADEMIC ADMINISTRATION BLENDED LEARNING MANAGEMENT FOR COLLEGES IN CHINA

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Abstract

With the continuous vigorous development of modern information technology and technology , Advanced information technology and network technology have begun to be widely used in different fields of people's lives, including the field of education, especially higher education. field. Electronic devices such as desktop computers, laptop computers, tablet computers, and mobile smartphones are gradually becoming more popular for students in colleges or universities, driving blended learning has become a trend in universities around the world. Compared with traditional classroom teaching, blended learning gets rid of the limitations of time and space and has the advantages of speed, efficiency, personalization and low cost. As an important position for cultivating high-level talents, colleges or universities began to explore new learning methods in conjunction with advanced information technology during the teaching process. Blended learning is in this way It was formed and developed rapidly under the background of the current situation, and provided the possibility to create a new situation for classroom teaching in colleges or universities. It is important to introduce blended learning in colleges in Henan Province, China, which includes policies and initiatives, which is very important for working together. All the content mentioned the following types of headings: Background of blended education, Definition of blended education, Related research, Blended learning in colleges in Henan Province, China, and Conclusion.

Keywords:*Blended learning, Background, Definition, Related research, Henan Province*

Introduction

With the continuous vigorous development of modern information technology and technology, digital technology has also changed rapidly after entering the new era. Advanced information technology and network technology have begun to be widely used in different fields of people's lives, including the field of education, especially higher education. field. With the continuous improvement of people's living standards, electronic devices such as desktop computers, laptop computers, tablet computers, and mobile smartphones are gradually becoming more popular for students in colleges and universities (hereinafter referred to as "colleges or universities"), driving online learning (E-learning). (Often referred to as digital learning or distance learning) has become a trend in universities around the world.

Compared with traditional classroom teaching, online learning gets rid of the limitations of time and space and has the advantages of speed, efficiency, personalization and low cost. The debate on whether “walled universities will be replaced by universities without walls” is very widespread. Subsequently, the U.S. Department of Education proposed in the 2000 “Educational Technology White Paper”: “Online learning can achieve certain educational goals well, but It cannot replace traditional classroom teaching; online learning will not replace school education, but it will greatly change the purpose and function of classroom teaching.” (US Department of Education, 2000) This view is gradually gaining consensus in the international education community.

Background of blended learning

The proposal of Blended Learning stems from the rise of online learning, the in-depth discussion of the debate on “whether universities with walls will be replaced by universities without walls”, and the reflection on teaching methods in a purely technical environment. A learning concept that emerged. After entering the 21st century, the term "blended learning" began to appear in the field of corporate training, mainly taking into account the diverse needs of training objects in terms of time and location. In the practice of applying online learning for training, companies can use the Internet Training is combined with traditional training to form a training method that combines classroom teaching, group discussions,

special seminars and online distance teaching. The use of blended learning reduces enterprises' investment in material, human and financial resources to a certain extent, and increases the profits of educational institutions. The idea of "blended learning" was immediately recognized and introduced into school education. As an important position for cultivating high-level talents, colleges and universities began to explore new learning methods in conjunction with advanced information technology during the teaching process. Blended learning is in this way It was formed and developed rapidly under the background of the current situation, and provided the possibility to create a new situation for classroom teaching in colleges and universities. Traditional teaching and online learning each have their own rationalities and limitations. Only through scientific analysis and practical testing, giving full play to their respective advantages, realizing complementary advantages, and learning from each other's strengths, can we truly solve the problems existing in the education and teaching process, and thus To effectively improve the quality and efficiency of teaching and achieve the optimal effect of the education and teaching process, many scholars have begun to invest in theoretical research and practical exploration of blended learning.

In 1998, the World Conference on Higher Education was held in Paris. The Declaration of the World Conference on Higher Education adopted at the conference clearly stated: "The 21st century will be a century that pays more attention to the quality of education, and the development of higher education begins to shift from quantity to quality." (UNESCO, 1998), this also marks the end of the era of higher education focusing on quantity, and the gradual beginning of an era of focusing on educational quality. In the communique "Social Change and New Power for the Development of Higher Education" issued by the World Higher Education Conference in 2009, it was pointed out: "Quality assurance plays a vital role in contemporary higher education" and "The globalization of higher education urgently requires the establishment of a national certification systems and quality assurance systems" (UNESCO, 2009). The teaching quality of higher education will directly affect the quality of talent training, and learning effectiveness is the most direct reflection of the quality of talent training. Reflecting on the teaching quality through student learning effects has become an effective way to measure the quality of talent training. The direction of teaching reform. Using modern new technologies to integrate the teaching process and the learning

environment, blended learning emerged as the times require.

Definition of blended learning

Blended learning, often referred to as hybrid learning, is an instructional approach that combines traditional face-to-face classroom teaching with online learning experiences. This blending of instructional modes aims to leverage the advantages of both in-person and online learning to enhance the overall educational experience. The definition of blended learning has evolved to encompass various models and approaches, reflecting the flexibility and adaptability of this pedagogical strategy.

The definition of blended learning can be summarized as follows:

Blended Learning is an educational approach that integrates:

1. **Face-to-Face Instruction:** In-person classroom teaching, where instructors and students interact physically, facilitating real-time discussions, group activities, and hands-on experiences.
2. **Online Learning:** Digital components, often delivered through Learning Management Systems (LMS), which can include course materials, multimedia resources, quizzes, assignments, and discussion forums accessible via the internet.

Key Characteristics of Blended Learning:

1. **Flexibility:** Blended learning allows for flexible scheduling, accommodating a variety of learners' needs. Students can engage in online activities at their own pace and attend face-to-face sessions, providing a balance between structured and self-directed learning.
2. **Interaction:** It promotes interaction among students, instructors, and content. Face-to-face sessions foster interpersonal connections, while online components facilitate discussions, collaborative projects, and access to a wealth of digital resources (Graham & Halverson, 2022).
3. **Personalization:** Blended learning enables instructors to tailor instruction to individual learning styles and preferences. It offers opportunities for students to choose their learning paths, engage with multimedia resources, and receive timely feedback.

4. **Effective Use of Technology:** Technology is thoughtfully integrated into the learning process to support educational objectives. Blended learning leverages digital tools for active engagement, assessment, and access to a wide range of learning materials (Zhu, M., Berri, S., & Zhang, K., 2021).

5. **Diverse Learning Modalities:** Blended learning can encompass a spectrum of models, from the flipped classroom, where online content precedes in-person discussions, to rotation models, where students alternate between online and face-to-face sessions.

6. **Assessment and Feedback:** It provides opportunities for ongoing assessment and feedback, both formative and summative, to gauge student progress and adapt instruction accordingly.

Key Elements:

Several key elements are often associated with blended learning:

1. **Integration of Face-to-Face and Online:** Blended learning combines traditional classroom instruction with online components, creating a seamless learning experience.

2. **Student Control:** Learners have some degree of control over their learning, allowing them to choose the pace, path, or place of learning to suit their needs.

3. **Flexibility:** Blended learning offers flexibility in terms of when and where learning occurs, accommodating diverse schedules and preferences.

4. **Personalization:** Educators can tailor instruction to meet individual student needs, providing a more personalized learning experience.

5. **Interaction:** Blended learning fosters interaction, both between students and with instructional materials, creating a collaborative and engaging learning environment.

Evolution of Definitions:

It's important to note that the definition of blended learning continues to evolve as technology and educational practices advance. New models and approaches, such as the flipped classroom and hybrid courses, have expanded the concept beyond its early definitions (Pacansky-Brock. et al., 2020).

As educational contexts continue to evolve, the definition of blended learning remains adaptable and dynamic, reflecting the ever-expanding possibilities offered by technology and the diverse needs of learners. In summary, blended learning is a flexible and dynamic

approach to education that combines face-to-face and online learning elements. Its definition has evolved to reflect the changing landscape of education and the growing importance of technology-enhanced learning experiences.

Related research

Here are some additional related research areas and findings from relevant scholars in the field of blended learning over the past three years, with a focus on learning effectiveness:

4.1 Self-Regulated Learning in Blended Environments.

Some scholars' research has investigated the role of self-regulated learning in hybrid environments. Recent studies have shown that students who demonstrate strong self-regulation tend to perform better in hybrid courses (Xu, Z. et al., 2023).

4.2 Gamification and learning outcomes.

Scholars have explored the integration of gamification elements into hybrid learning. Recent studies have found that gamification elements such as leaderboards and badges have a positive impact on student engagement and learning outcomes (Wulantari, N. P. et al., 2023).

4.3 Adaptive learning systems.

Recent studies have examined the effectiveness of adaptive learning systems in hybrid environments. Research by some scholars has shown that personalized, adaptive learning approaches can improve learning outcomes by meeting students' individual needs (Joudieh, N. et al., 2023).

4.4 Blended learning and student engagement.

Some scholars have also explored the relationship between blended learning and student engagement. The latest research results show that blended methods can promote higher levels of student engagement and active participation (Cao, W., 2023).

4.5 Peer interaction and collaborative learning.

Scholars have studied the impact of peer interaction and collaborative learning in blended environments. The benefits of collaborative activities in blended courses were found and emphasized in the study, resulting in improved learning outcomes and increased peer support (El Mortaji, L., 2022).

4.6 Blended learning and knowledge retention

Some recent studies have focused on knowledge retention in blended learning. Related research has examined the long-term retention of knowledge and skills acquired through blended teaching, emphasizing the sustainability of learning outcomes (Kondratjew, H., 2023).

These additional research studies shed light on various aspects of blended learning effectiveness, including self-regulated learning, gamification, adaptive systems, student engagement, collaborative learning, and knowledge retention. These findings contribute to our understanding of how to optimize blended learning environments for enhanced learning outcomes.

Blended learning in colleges in Henan Province, China

1. Higher Education in Henan

Discuss the status of higher education in Henan Province, including the number of colleges and colleges, enrollment figures, and the diversity of academic programs offered.

At the end of 2023, Henan Province had a total of 47,100 schools of all levels and types, with an educational population of 26.2186 million, including 26.2186 million students and 1.9336 million faculty and staff. There are 18,900 private schools at all levels and types in the province, with a total of 5.695 million students enrolled. Henan Province has a total of 168 general (vocational) colleges and colleges. There are 56 general undergraduate schools; 1 undergraduate-level vocational school; and 110 higher vocational (junior college) schools. There are 10 adult colleges and colleges. There are 27 postgraduate training institutions, including 8 scientific research institutions. The gross enrollment rate of higher education in Henan Province is 57.54%.

By the end of 2023, there will be 27,500 graduate students (including 771 doctoral students), 35,200 students enrolled (including 1,588 doctoral students), and 99,000 students enrolled (including 6,088 doctoral students). There will be 832,900 graduates of general and vocational colleges, of which 352,800 and 480,100 will graduate from colleges and universities, respectively, with a ratio of 4.2:5.8. Enrollment will be 984,000, of which 429,500 and 554,500 will enroll from colleges and universities, respectively, with a ratio of 4.4:5.6. There will be 2,956,200 students enrolled, of which 1,445,800 and 1,510,300 will

enroll from colleges and universities, respectively, with a ratio of 4.9:5.1.

At the end of 2023, there will be 196,100 faculty members in general and vocational colleges, including 152,800 full-time teachers, with a student-teacher ratio of 18.29:1. Among the full-time teachers, 47,100 hold professional and technical positions of associate senior or above (including 10,500 full senior), accounting for 30.85% of the total; 97,400 have master's degree or above (including 28,000 doctoral students), accounting for 63.71% of the total; 111,700 have master's degree or above (including 28,400 doctoral degrees), accounting for 73.09% of the total. General and vocational colleges cover an area of 235,800 mu; the building area of the school building is 81.299 million square meters; there are 229 million books, and the asset value of teaching, scientific research and internship equipment is 40.116 billion yuan.

By the end of 2023, there will be 299,600 adult college graduates, 306,300 students enrolled, and 697,400 students on campus. There are 791 teaching staff in adult colleges and universities, including 528 full-time teachers. Among the full-time teachers, 152 hold professional and technical titles of associate senior or above, accounting for 35.85% of the total; 215 hold master's degree or above, accounting for 50.71% of the total; and 261 hold master's degree or above, accounting for 54.53% of the total (Henan Provincial Department of Education, 2024).

2. Government Policies and Initiatives

Highlight recent government policies and initiatives related to higher education in Henan Province, with a focus on how these policies have influenced academic administration and blended learning.

Recent Government Policies

Henan Province, like the rest of China, has witnessed a series of significant government policies and initiatives aimed at reforming and enhancing higher education. In recent years, several key policies have been introduced that have direct implications for academic administration and blended learning in the province. For example, the "Henan Provincial Department of Education issued the Implementation Opinions on Online Teaching in Colleges and Colleges", the "Henan Provincial Department of Education's Implementation Opinions on Further Promoting Smart Teaching in Ordinary Undergraduate Colleges and

Colleges", and the Henan Provincial Department of Education and other five departments issued the "On Strengthening Online Teaching in Ordinary Colleges and Colleges". Notice on the Implementation Measures for Open Course Teaching Administration, etc.

Academic Quality Enhancement

Government policies that focus on improving academic quality, including measures to enhance curriculum design, faculty development, and teaching methodologies. For example, the "Notice of the Henan Provincial Department of Education Office on the Application for High-Quality Online Open Courses for Vocational Education and Continuing Education in Henan Province in 2023" was issued to improve the academic administration level of blended learning.

Promotion of Blended Learning

Explore government initiatives that promote blended learning in higher education. This include investments in digital infrastructure, the development of online learning platforms, and incentives for colleges to adopt blended learning model. For example, in the "Implementation Measures for Strengthening the Teaching Administration of Online Open Courses in General Colleges", it is mentioned that it is necessary to strengthen the construction and administration of course platforms, improve platform docking standards, strengthen the construction of platform resources, improve the level of information administration, accelerate the construction of administration platforms, etc.

Access and Equity

Highlight government efforts to increase access to higher education in Henan Province, particularly policies aimed at reducing educational disparities in urban and rural areas. Discuss how these policies impact enrollment and academic administration practices. Since 2016, the Henan Provincial Department of Education has funded 13 poverty-stricken counties to carry out "Internet + Education" targeted poverty alleviation pilots. Rural schools in these pilot areas generally face the dilemma of inconvenient transportation, scattered layout, and lack of teachers, and the Internet has opened a window for the children here to see the world. This aims to further direct the focus of online poverty alleviation in the education field to teaching, teaching and research and other key links that are close to the needs of schools and meet the expectations of teachers and students, and to further reflect the accuracy

and inclusiveness of online poverty alleviation.

Quality Assessment and Accreditation: Policies related to quality assessment and accreditation processes may require colleges to meet certain standards and undergo evaluations. These policies can drive improvements in academic administration practices and curriculum design. In "On Strengthening the Teaching Administration of Online Open Courses in General Colleges" The Implementation Measures require that the operation, administration, and assessment mechanisms of online open courses should be improved, the docking standards of course platforms should be established and improved, the operating environment of online open courses should be optimized, the monitoring of the learning process should be strengthened, and the "flash courses", "substitute courses" and "examination brushing" should be effectively managed. Behaviors such as "taking exams for others" ensure the effectiveness of online open courses and the quality of use of online open courses.

COVID-19 Response: The COVID-19 pandemic prompted many regions, including Henan Province, to introduce emergency remote learning policies. These policies accelerated the adoption of online and blended learning and may have lasting effects on academic administration in the post-pandemic era.

3. Infrastructure and Technology

Highlight the state of infrastructure and technology readiness in colleges in Henan Province, especially in terms of digital infrastructure necessary for blended learning.

Internet Connectivity: Reliable and high-speed internet connectivity is crucial for blended learning. Colleges in Henan Province have been working to ensure that their campuses and remote learning environments have access to fast and stable internet connections. Improvements in internet infrastructure have been a priority for both urban and rural areas. Campuses are equipped with Wi-Fi networks to ensure that students can access digital resources and engage in online learning activities from various locations on campus.

Learning Administration Systems (LMS): Many colleges have implemented Learning Administration Systems (LMS) to facilitate online and blended learning. These systems allow for the creation and administration of digital course content, assignments, assessments, and student interactions. At the same time, any colleges offer training and professional

development programs to help faculty members adapt to technology-enhanced teaching methods and blended learning environments.

Hardware and Software: Colleges have been investing in computer labs and providing students with access to necessary hardware and software for online and blended learning. This includes desktop computers, laptops, and mobile devices equipped with educational software. In terms of software, for example: Xuexitong, DingTalk, Tencent Conference, Chaoxing and other digital platforms. **Virtual Classrooms:** Some colleges have set up virtual classrooms or web conferencing platforms for synchronous online sessions. These platforms enable real-time interaction between instructors and students, replicating the classroom experience in a digital environment.

Technical Support: Colleges have established technical support teams to assist faculty and students with any technical issues they may encounter during online or blended learning activities. At the same time, Given the importance of data security in online education, colleges have implemented cybersecurity measures to protect sensitive information and ensure the privacy of students and faculty.

It's important to note that the infrastructure and technological readiness of colleges in Henan Province, as well as other regions in China, have been evolving rapidly. The COVID-19 pandemic accelerated the adoption of digital technologies in education, and colleges have been actively working to enhance their digital infrastructure to support various modes of learning.

Conclusion

The exploration and implementation of blended learning in colleges in Henan Province represent a significant evolution in the educational landscape, driven by the rapid advancement of modern information technology and network technology. This paper has outlined the background, definition, related research, and the current state of blended learning in Henan Province, highlighting the transformative potential of this educational approach.

Blended learning, which merges traditional face-to-face instruction with online learning experiences, has proven to be a flexible, effective, and efficient method for enhancing the overall educational experience. The advantages of blended learning, such as

flexibility, personalization, and the ability to leverage diverse learning modalities, make it an attractive alternative to traditional classroom-based education. The integration of digital technology into the learning environment offers numerous benefits, including improved student engagement, personalized learning paths, and increased opportunities for interaction and collaboration.

In Henan Province, the adoption of blended learning has been bolstered by a series of government policies and initiatives aimed at enhancing the quality and accessibility of higher education. These policies have focused on improving academic quality, promoting the use of digital infrastructure, and ensuring equitable access to education for students in both urban and rural areas. The response to the COVID-19 pandemic further accelerated the adoption of online and blended learning, demonstrating the flexibility and resilience of this educational model. Colleges in Henan Province have made significant strides in building the necessary infrastructure and technological readiness to support blended learning. Investments in internet connectivity, learning management systems, hardware and software, and virtual classrooms have created a conducive environment for blended learning to thrive. Technical support and cybersecurity measures ensure that students and faculty can engage in online learning safely and effectively. The related research reviewed in this paper underscores the effectiveness of blended learning in various dimensions, including self-regulated learning, gamification, adaptive learning systems, student engagement, collaborative learning, and knowledge retention. These findings highlight the importance of designing blended learning environments that are student-centered, interactive, and adaptable to individual needs.

In conclusion, the academic administration model of blended learning management for colleges in Henan Province offers a promising framework for enhancing the quality and efficiency of higher education. By embracing the potential of blended learning, colleges can create a more dynamic, flexible, and inclusive educational experience that meets the diverse needs of modern learners. As technology continues to evolve, the definition and implementation of blended learning will adapt, ensuring that it remains a vital and effective educational strategy in the years to come.

The researchers hope to use a reasonable research process, appropriate research methods, and scientific research tools to collect objective and complete research data, obtain

relatively credible research conclusions, and interpret the educational management model of hybrid learning in Henan Province, China. Understand the influencing factors of hybrid learning in current colleges and universities, analyze and clarify the correlation between influencing factors and learning effects, derive the key influencing factors affecting the academic management of hybrid learning, explore the implementation strategy of the academic management model of hybrid learning management, and provide help for the improvement of the hybrid learning management model and the scientific organization of learning.

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EXPLORING SOCIAL MEDIA AND COLLEGE STUDENTS' PHYSICAL EXERCISE: A QUALITATIVE ANALYSIS FROM THE PERSPECTIVE OF SOCIAL COGNITIVE THEORY

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Abstract

In the context of the digital age, social media, especially mobile platforms, has become a key factor in shaping college students' healthy behaviors, and its influence is increasingly receiving attention in public health and behavioral science research. This study adopted a mixed research method combining qualitative and quantitative methods to deeply analyze the impact of social media on college students' physical exercise behavior through social cognitive mechanisms. The results show that there is a positive correlation between college students' social media usage frequency and their physical exercise behavior, where the dissemination of health information, social interaction, and behavioral demonstration on social media have played a positive role in promoting college students' exercise motivation. However, it was also found that negative information on social media may have a negative impact on physical exercise behavior.

This study constructed a theoretical framework based on the Social Cognitive Theory, emphasizing the mediating role of self-efficacy and social support between social media use and physical exercise behavior. Through qualitative interviews, this study revealed the potential of social media in disseminating health information and shaping healthy behavioral intentions, while emphasizing the importance of content quality in promoting healthy behaviors.

Based on the research results, this study put forward a series of targeted suggestions,

aiming to promote college students' physical exercise behavior through measures such as strengthening college health education, promoting physical exercise through social media, establishing a positive fitness community, and regulating social media content. In addition, this study also points out the direction for future research and intervention projects, including in-depth study of the types of social media content, implementing social media-based physical exercise intervention projects, and evaluating the long-term effects of these interventions.

Keywords: *Social Media, Physical Exercise Behavior, College Students, Social Cognitive Theory, Health Promotion*

Research Background

With the rapid development of information technology in the 21st century, social media has penetrated people's daily lives, especially the popularity of mobile social media, which has completely changed the way we obtain information and social interaction. Against this background, the college student group, as an active participant in social change, their behavioral habits and lifestyles are significantly influenced by the social environment and emerging media technologies. Physical exercise, as a key activity to enhance personal health and improve the quality of life, its popularity among college students, not only affects their personal well-being but also has a profound impact on the country's future health trends and the quality of talent.

Currently, college students encounter multiple obstacles in physical exercise. Factors such as academic workload, career development competition, and online entertainment have led some college students to gradually overlook the necessity of physical exercise, which not only reduces their sports activity time but also raises widespread concerns about their health status. Social Cognitive Theory believes that individual behavior is largely influenced by the surrounding social environment, including peer interaction, social norms, and media information. As a new part of the social environment, mobile social media has shown its unique potential and influence in spreading health concepts and stimulating healthy behavioral intentions.

Significance of the Study

2.1 Theoretical Contributions

From a theoretical perspective, this study integrates the analysis framework of Social Cognitive Theory and mobile social media to deeply explore the multi-dimensional factors affecting college students' physical exercise behavior. This integration provides new perspectives for existing health behavior theories and enriches their content. Through qualitative research, especially in-depth interviews, this study reveals the specific manifestations of social cognition in the digital media environment and its internal mechanisms of action, providing a new theoretical perspective for interpreting contemporary human behavior. At the same time, this study also highlights the importance of Social Cognitive Theory in analyzing individual behavior in the new media environment, bringing new research dimensions to the fields of social psychology and communication studies.

2.2 Practical Application Value

On the practical level, the value of this study is mainly reflected in the following key points: First, the research results provide strategic guidance for higher education institutions and public health organizations, by optimizing social media content and improving health information dissemination strategies, to stimulate college students' enthusiasm for participating in physical exercise, thereby improving overall health levels. Second, by in-depth analysis of college students' behavioral patterns and preferences on social media, educators can design health education courses and activities that are closer to students' needs, enhancing the attractiveness and participation of physical exercise. Third, the research results provide data support for developers and operators of social media platforms, helping them to better understand user needs and develop platform functions and content that can promote a healthier lifestyle. Finally, this study provides a reference for governments and related organizations when formulating youth health and sports activity promotion policies, especially how to effectively use social media resources for health promotion in the new media environment.

Literature Review

3.1 Social Cognitive Theory and Its Application in Physical Exercise

Social Cognitive Theory, founded by Albert Bandura, emphasizes the process by which individuals learn by observing and imitating the behavior of others. Bandura (1986) proposed the concept of self-efficacy, that is, the individual's confidence in performing specific tasks, which has become a key factor in understanding individual physical exercise behavior. In the context of physical exercise, the theory not only explains how individuals establish self-efficacy by observing others' behavior, accepting social support and feedback, but also predicts how this efficacy affects individuals' motivation and persistence in participating in sports activities (Sallis & Owen, 2015). In addition, Social Cognitive Theory also highlights the mutual influence of behavior, cognition, and environmental factors, providing a comprehensive analysis framework for in-depth understanding of physical exercise behavior.

3.2 Research Progress on the Impact of Social Media on Health Behavior

In recent years, with the rapid development of social media, its potential impact on health behavior has attracted widespread attention in academia. Studies have shown that social media, as a platform for information dissemination and social interaction, can affect individuals' health behavior through various mechanisms, such as providing health information, enhancing social support, and shaping healthy behavioral norms (Neiger et al., 2012). However, this impact is not always positive, and excessive use of social media may also be associated with some health risk behaviors, such as sedentary behavior and unhealthy eating habits (Fardouly et al., 2015).

3.3 The Particularity of College Students' Social Media Use and Physical Exercise Behavior

As active users of social media, college students show some unique characteristics in their use of social media and physical exercise behavior. College students usually have a high frequency of social media use and a long online time, which makes them more susceptible to the influence of health information on social media. In addition, college students are in a critical period of forming independent living habits and health behaviors, and their physical exercise behavior is jointly affected by multiple factors such as peer influence, social norms, and personal beliefs (Huang & Han, 2019). It is worth noting that there is also a certain group

difference in the physical exercise behavior of college students, and factors such as gender, professional background, and interests may affect their social media usage patterns and exercise motivation.

3.4 The Correlation between Social Media Content and Health Behavior

Existing studies have pointed out that health promotion activities on social media, such as fitness tutorials, exercise challenges, and sharing of healthy lifestyles, can enhance individuals' awareness of health issues and stimulate their motivation to participate in physical exercise. However, some negative information on social media, such as unhealthy weight loss methods and excessive body comparison, may also have adverse effects on physical exercise behavior, highlighting the importance of the quality of social media content in promoting healthy behavior.

Theoretical Framework

4.1 In-depth Explanation of Social Cognitive Theory

Albert Bandura proposed the Social Cognitive Theory in 1986, highlighting the process by which individuals learn by observing the behavior and results of others, that is, learning by imitation. Self-efficacy, as the individual's confidence in performing specific tasks, has a significant impact on the individual's behavioral choices, effort investment, and persistence. In addition, various forms of behavioral reinforcement, including direct reinforcement, vicarious reinforcement, and self-reinforcement, also have a profound impact on individual behavior. In the field of physical exercise, Social Cognitive Theory provides a theoretical basis for understanding how individuals develop exercise habits by observing others, accepting feedback, and assessing personal abilities.

4.2 Social Media as a New Environmental Factor Shaping Individual Behavior

As an emerging environmental factor, social media influences individuals' behavior and attitudes through information sharing, communication platforms, and behavioral demonstrations. Its role is mainly reflected in: providing comprehensive health and exercise information, enabling individuals to enhance knowledge by following specific accounts, participating in online discussions, and reading related posts; social networks provide emotional support and encouragement, thereby enhancing individuals' self-efficacy and

exercise motivation; fitness experts and public figures share personal exercise experiences to provide behavioral demonstrations for individuals; interactions on social media stimulate individuals' exercise motivation and promote the development of a healthier lifestyle.

4.3 The Mechanism by Which Social Media Promotes Physical Exercise Behavior

This study proposes a series of mechanisms to explore how social media promotes college students' physical exercise behavior: first, through the dissemination of health information on social media, enhancing college students' understanding of the importance of physical exercise and stimulating their interest in exercise; second, the interactive features of social media enable college students to obtain support from peers and social networks, thereby enhancing self-efficacy; again, observing exercise behavior on social media stimulates college students to imitate these behaviors and develop their own exercise habits; in addition, exercise challenges and goal sharing on social media help college students set personal exercise goals and seek support and supervision in social networks; finally, interactive forms such as likes, comments, and shares on social media provide positive feedback and reinforcement for exercise behavior, thereby enhancing individuals' exercise motivation and persistence.

Methodology

5.1 Research Design

This study adopts a design framework mainly based on qualitative research, focusing on in-depth interviews to explore college students' behavioral motivations and psychological activities in the social media environment. In addition, quantitative questionnaire surveys are used to provide richer background data support for qualitative analysis.

5.2 Participant Selection

The participants of the study are college students from 26 public undergraduate colleges and universities in the Guangxi Zhuang Autonomous Region. They present diversity in gender, grade, major, and social media usage habits. This study uses purposive sampling methods to ensure that the sample can fully represent different backgrounds and characteristics. The selection criteria cover multiple dimensions such as social media usage frequency, exercise habits, and personal interests.

5.3 Qualitative Data Collection Methods

We designed a set of semi-structured interview outlines, including a series of open-ended questions, aimed at encouraging participants to freely share their experiences using social media and participating in physical exercise. Through one-on-one in-depth interviews, we detailed the interview process, including audio recordings and notes, to fully capture participants' language expressions and non-verbal behaviors. Before the interview began, all participants were required to sign an informed consent form to ensure they fully understood the purpose of the study, the process, and privacy protection measures.

5.4 Qualitative Data Analysis Strategy

For the collected interview recordings, we conducted verbatim transcription to form text data for analysis. Through open coding, we identified key concepts and themes in the data. Subsequently, using axial coding, these preliminary codes were further connected to build themes and sub-themes. In the analysis process, we linked these themes with Social Cognitive Theory to explore how social media affects individual physical exercise behavior through social cognitive mechanisms. To ensure the systematic and reliable analysis, we used qualitative analysis software (such as NVivo) to organize and analyze data.

Results

6.1 Statistical Overview of College Students' Social Media Use and Physical Exercise

Through detailed descriptive statistical analysis of the questionnaire survey data, we have a basic understanding of college students' social media use and physical exercise. The analysis results show that the average time college students in this study spend on social media is about 2 hours per day, with WeChat and Weibo being their most commonly used social platforms. In terms of physical exercise, about 60% of the surveyed students said they engage in moderate-intensity physical activity for more than 30 minutes at least three times a week.

Further statistical analysis reveals the significant impact of gender, grade, and professional background on social media use and physical exercise behavior. For example, male students are generally more active on social media than female students, and in terms of

physical exercise participation, students majoring in sports are obviously more active.

6.2 Qualitative Exploration of the Impact of Social Media on Physical Exercise Behavior

The thematic analysis of in-depth interview data reveals several key themes that show the multifaceted impact of social media on college students' physical exercise behavior: first, the enhancement of health awareness - many interviewees pointed out that fitness content and health information on social media have increased their understanding of the importance of physical exercise; second, the acquisition of social support - interviewees generally believe that the support provided by peers and fitness communities on social media has a positive impact on their motivation to exercise; again, the tendency to imitate behavior - the observed exercise behavior on social media has stimulated the interviewees' willingness to imitate; in addition, goal setting and challenges - exercise challenges and goal sharing on social media have promoted interviewees to set and pursue personal exercise goals; finally, the experience of feedback and reinforcement - interactions on social media, such as likes and comments, provide interviewees with positive feedback, further enhancing their motivation to exercise.

6.3 In-depth Understanding of the Impact of Social Media Content on Physical Exercise Behavior

The results of the qualitative interviews further deepen our understanding of how social media content affects physical exercise behavior. The interviewees generally believe that fitness tutorials, exercise challenges, and healthy lifestyles shared on social media have a positive effect on their motivation to exercise. In particular, the content shared by fitness experts and opinion leaders on social media has stimulated students' willingness to imitate and participate in physical exercise. At the same time, exercise challenges and related activities on social media provide the social support and motivation needed for students to participate in physical exercise. However, some interviewees also mentioned that some negative information on social media, such as unhealthy weight loss methods and excessive body comparison phenomena, may have a negative impact on physical exercise behavior. This further emphasizes the important role of the quality of social media content in promoting healthy behavior.

Discussion

7.1 Interpretation of Research Findings from the Perspective of Social Cognitive Theory

The findings of this study are closely connected with the core elements of Social Cognitive Theory. The concept of observational learning is vividly reflected in the widespread use of social media, where college students are inspired to imitate these positive behaviors by observing exercise behaviors and healthy lifestyles on social media. In addition, the enhancement of self-efficacy is also significantly reflected in the interaction on social media, where positive social media communication and exposure to healthy content significantly enhance students' confidence and willingness to participate in physical exercise. Behavioral reinforcement, through positive feedback and social support on social media, further promotes students' continuous participation in physical exercise.

7.2 Comparative Analysis with Existing Research Literature

Comparing the results of this study with existing literature shows consistency. Existing studies have shown that social media, as a platform for health information dissemination, can affect individual health behavior through mechanisms such as social support and social comparison (Fardouly et al., 2015). This study further deepens this understanding and reveals the mediating role of social cognition between social media use and physical exercise behavior, providing a new theoretical perspective on how social media shapes healthy behavior.

7.3 The Application Potential of Social Media in Promoting College Students' Physical Exercise

The results of this study have significant practical value. Higher education institutions can cooperate with social media platforms to promote healthy lifestyles and physical exercise activities, attracting more students to actively participate. Social media platforms themselves can develop fitness applications and health challenges to stimulate students' enthusiasm for exercise. Educators can use social media as a channel for health education, promoting students' healthy behavior by sharing health information and positive health behavior demonstrations. At the same time, the quality and diversity of social media content should also be valued to avoid spreading unhealthy or harmful information. Colleges and social

media platforms should work together to create a positive and healthy online environment to support and promote college students' physical exercise behavior.

Conclusions and Suggestions

8.1 Overview of Research Conclusions

This study reveals the significant role of social media in enhancing college students' motivation for physical exercise and self-efficacy, emphasizing the key roles of health information dissemination, social support, and behavioral demonstration. Content quality plays a crucial role in promoting healthy behavior on social media, where positive content has a significant motivational effect on exercise motivation, while negative information may weaken exercise motivation. Social Cognitive Theory provides a powerful analytical framework for this study, highlighting the mediating role of self-efficacy and social support in the process of social media influencing physical exercise behavior.

8.2 Practical Suggestions

Based on the findings of this study, we propose the following suggestions: First, cooperation with social media platforms should be strengthened to promote healthy content and increase its visibility to attract more college students' attention. Second, social media platforms should actively cultivate and maintain vibrant fitness communities to provide college students with continuous social support and positive behavioral demonstrations. Third, colleges and social media platforms should jointly regulate content quality to prevent the spread of unhealthy or harmful information. Finally, educators should incorporate social media into health education strategies, developing and implementing health education courses and activities that meet students' needs.

8.3 Outlook for Future Research Directions

For future research, we suggest further in-depth exploration of the specific impact of social media content on physical exercise behavior and research on how to optimize this content to enhance its health promotion effects. In addition, designing and implementing social media-based physical exercise intervention measures and evaluating their effects will be an important direction for future research. At the same time, interdisciplinary cooperation is encouraged to integrate professional knowledge in psychology, communication studies,

health science, and other fields to provide more comprehensive and in-depth support for college students' physical exercise.

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THE IMPACT OF LOSS TEACHERS IN PRIVATE HIGHER VOCATIONAL COLLEGES IN GUIZHOU SJ COLLEGE

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Abstract

With the development of social economy, the society's demand for skilled talents keeps increasing, and the government also continuously introduced relevant policies to support the educational development of vocational colleges. However, for private vocational colleges, the problem of teacher turnover is common and increasing, which hinders the educational development of vocational colleges to a certain extent. SJ College, as a vocational college, has been in high demand since its establishment. The loss of teachers is constantly increasing, which leads to many problems such as poor implementation of college administration, increased cost of human resources management, and decline of student education quality. Finally, it leads to the situation of school morale and teaching quality decline, which seriously restricts the development of college. This paper chooses the teachers of Guizhou SJ College as the research object, the purpose is to understand the current situation of the teacher turnover of Guizhou SJ College, study the influential factors of the teacher turnover of the college, propose countermeasures to solve the influential factors of the teacher turnover of Guizhou SJ College, and reduce the teacher turnover of the college, which has great value and practical significance for the stability of teacher talents in private higher vocational colleges. Based on this, this paper adopts literature research method, questionnaire survey method and interview method to conduct online questionnaire survey and interview of teachers in Guizhou SJ College, and carries out quantitative and qualitative analysis on the data of 298 teachers and 5 administrators. The factors affecting the stability

of teachers in private higher vocational colleges are analyzed and investigated from the aspects of personal factors, organizational factors, industry factors, and the matching degree between individuals and organizations. In order to solve the problems of these influencing factors, relevant solutions are proposed. The specific steps are as follows: 1) The relevant theories are explained to provide a theoretical basis for the research. Analyze the effect of relevant theories on reducing teacher turnover rate. 2) Analyze and summarize the influencing factors of teachers in Guizhou SJ College. 3) Put forward corresponding solutions. Therefore, it is very important for the healthy development of SJ College to actively explore the reasons for teacher turnover, effectively reduce the rate of teacher turnover, and make the teachers stable.

Keywords: *Impact factor, Private vocational college, loss of teachers, Countermeasures*

Introduction

In order to build a high-quality and stable teacher team to adapt to the current development of private higher vocational education, it is of great significance to study the factors affecting the loss of teachers in private higher vocational colleges, especially from the aspects of individuals, organizations and industries that affect the loss of teachers. It is of great significance to improve teacher management strategies, improve teacher satisfaction, reduce turnover rate, and ultimately improve the quality of education. The importance and research questions of this research field are as follows:

In recent years, Guizhou private vocational colleges have developed rapidly, and the number of schools and the training quality of talents have been significantly improved. According to the list of Guizhou vocational colleges in 2023, there are 46 vocational colleges officially recognized by the ministry of education, of which 39 are public and 15 are private. The data show that the proportion of private higher vocational colleges is more than one-third, which plays a huge role in the training of skilled talents. The future development of private higher vocational colleges needs the great attention of all sectors of society. The development of private higher vocational colleges cannot be separated from the support of excellent teachers. Teachers are the main body of teaching and bear the heavy responsibility of teaching and educating people in colleges and universities. The survey data in the literature

show that the turnover rate of teachers in private vocational colleges is generally high, which has a negative impact on the teaching quality and management stability of schools. Therefore, the research on the factors and rules affecting the turnover of teachers in private higher vocational colleges is helpful to reduce the turnover rate and improve the work enthusiasm and loyalty of teachers (Long JunWei,2022). In China, the current socialist economic construction is in a critical period of transformation, and the demand for talents for enterprise development has also undergone new changes, and the traditional talent training model can no longer meet the demand for talents for the current social development. Therefore, private colleges and universities must actively make changes, timely understand the needs of the market for talents, and shift from traditional large-scale talent training to high-quality, multi-level and diversified talent training. Personnel training is inseparable from a stable team of high-quality teachers, the quality of teachers affects the quality of personnel training, the stability of teachers directly related to the development of private colleges and universities education. (Liu Zhengzhou,2021) Teaching staff is an important human resource for private colleges and universities, as well as an important guarantee and premise for safeguarding teaching plans and promoting the development of college education. Research and exploration on the current loss of teachers in private colleges and universities and analysis of the reasons for the loss are conducive to curbing the further deterioration of the situation, improving the stability of the teachers in private colleges and universities, and providing important teacher guarantee for the development and innovation of private colleges and universities in the later period.

The factors affecting the loss of teachers in private higher vocational colleges are complex and diverse, including individual factors (such as job satisfaction, career development needs), organizational factors (such as management policies, working environment), and industry factors (such as competitive pressure, industry development). The stability of teachers directly affects the teaching quality and the learning effect of students. The excessive turnover of teachers will lead to the discontinuity of teaching experience and knowledge, which will affect the coherence and quality of teaching. However, identifying the factors affecting the turnover of teachers and proposing solutions can reduce the turnover rate of teachers, help schools develop more effective education management strategies, reduce

recruitment costs, and improve teachers' job satisfaction and career loyalty. A stable teaching staff contributes to long-term planning and sustainable development of the school. A reduction in teacher turnover can make schools more competitive, attracting more students and funding. Enhancing social influence, improving the stability of teachers, and improving the quality of education can not only enhance the reputation of schools, but also have a broader positive impact on society, such as cultivating more high-quality technical skills (Guo Jinjin,2020). It is found that the main reasons for the loss of teachers in private vocational colleges include high work pressure, low salary, limited promotion opportunities, unfair management and lack of career development space. In addition, the degree of matching between individual development needs and organizations is also an important factor affecting the teacher turnover rate (Liu Yanan,2019). To solve the problem of the loss of teachers in civilian-run higher vocational colleges, this paper puts forward some countermeasures, including improving working conditions, increasing salary, strengthening career development support, establishing a good management system and talent incentive mechanism. These measures aim to improve the job satisfaction of teachers, reduce the turnover rate, and promote the stability and development of schools.

Research Objectives

- 1.To study Influencing factors of teacher turnover in Guizhou SJ College.
2. To propose Countermeasures to solve the loss of teachers in Guizhou SJ College.

Literature Review

American scholars believe that the level of salary directly affects the mobility of the teacher team. Higher salary obviously has a better talent attraction effect and can introduce more high-quality teacher resources. Many colleges and universities improve the level of teachers by raising the salary level. At the same time, it also helps more excellent teachers stay in school for a long time and make more contributions to colleges and universities (Gallant A, Riley P.,2019). German scholars also hold this view. He believes that high salary level can not only reduce the turnover of teachers, but also introduce more high-quality talents to universities (Craig CJ,2018). Greek scholars have shown through research that

teaching activities and teaching management have a high cost in school education expenditure, while schools have a relatively simple source of funds for this aspect, and it is difficult to improve teachers' salaries by relying solely on schools themselves. Especially for private colleges and universities, it is not easy to improve the salary level of teachers, which also leads to a serious problem of teacher turnover. (Busari A H , Mughal Y H ,2017). Many colleges and universities improve the level of teachers by raising the salary level. At the same time, it also helps more excellent teachers stay in school for a long time and make more contributions to colleges and universities (Gallant A, Riley P.,2019). German scholars also hold this view. He believes that high salary level can not only reduce the turnover of teachers, but also introduce more high-quality talents to universities (Craig CJ,2018). Greek scholars have shown through research that teaching activities and teaching management have a high cost in school education expenditure, while schools have a relatively simple source of funds for this aspect, and it is difficult to improve teachers' salaries by relying solely on schools themselves. Especially for private colleges and universities, it is not easy to improve the salary level of teachers, which also leads to a serious problem of teacher turnover. (Busari A H , Mughal Y H ,2017).

Research on the working environment , A good working environment will inevitably make people feel comfortable and more motivated during the work process. Therefore, many scholars believe that the working environment will also affect the loss of teachers. (Paulsen,Feldman,2014) believes that a good working environment is more attractive to teachers and can effectively prevent teacher turnover, which is more obvious in female teachers. (Gallant,Riley,2016) believes that a good working environment can effectively stimulate teachers' work enthusiasm and enhance their work motivation . (Busari,Mughal,2017).

Research on incentive mechanism,The implementation of incentive mechanism is directly related to teachers' seniority. However, both have significant effects on reducing teacher turnover (.Kain, Rivkin,2016). Incentive mechanism is very necessary in teacher management, especially to reduce the turnover rate of invisible teachers, which has a significant impact on the stability of the teacher team . (Livingstone,2017). Increasing the proportion of teachers' motivation factors can better stimulate teachers' work potential and

improve their work enthusiasm (.Brok,Strunk, Tartwijk,2018). To sum up, the loss of college teachers has attracted the attention of many scholars, and its research theories are relatively rich, which shows that the loss of private higher vocational teachers is very common, and it is also an urgent problem for colleges and universities to solve.

Research on the causes of teacher turnover,As one of the labor force in the human resource market, teachers belong to the category of employees. Many foreign scholars have elaborated the theoretical model and research of employee turnover from the perspective of general enterprises. In summary, it is found that the main reasons leading to employees' turnover tendency include the influence of external markets such as human resources, personal reasons, institutional reasons and work feelings (Hausknecht,2019). The main reasons for employees' turnover intention are job variables, individual variables, external environment variables and employee orientation (Deery, 2020).

Research on the measures to solve the loss of teachers,Many foreign scholars have studied and analyzed the measures and methods to solve the loss of teachers from different angles. Many scholars have proposed methods to build the teaching staff. In terms of talent selection, recruitment and vocational development training of university teachers, factors that need to be considered in the introduction of talents in universities are proposed through research and comparison between the human resource planning needs and talent supply of universities (Robert .Holland, 2019).

Conceptual Framework

This study establishes the research direction and theoretical basis through literature analysis, explores the influential factors of teacher turnover in Guizhou SJ College through empirical research, and puts forward feasible solutions to these problems.

The conceptual framework factors impact the loss of teachers in private colleges : 1) Personal factor ;2) Organizational factors;3) Industry factors ;4) The degree of matching between individuals and organizations.1) Personal factors mainly refer to teachers' personal reasons, including teachers' age, education level, career satisfaction, work pressure and career development opportunities; 2) Organizational factors mainly refer to school reasons, including salary, welfare system, working environment, management support, job security

and professional identity; 3) Industry factors mainly refer to social reasons, including education policy, education market competition, development prospects of education industry, and recognition of education industry; 4) The degree of matching between individuals and organizations mainly refers to the degree of matching between personal values and organizational culture, and the degree of matching between personal career development needs and career development opportunities provided by the organization.

The process/tool/field/target audience in this conceptual framework are the in-service teachers of Guizhou SJ College as well as the administrators of the college. Through questionnaire survey and interview, we can understand the factors related to the loss of teachers in the college. The conceptual framework illustrates the relationship between independent and dependent variables. The results show that individual factors, organizational factors, industry factors and the matching degree between individuals and organizations are all factors that affect teacher turnover. Similarly, if solutions can be put forward from these four aspects, the enthusiasm and sense of identity of teachers will be enhanced, and only then can they remain teachers and reduce the turnover rate of teachers.

Overall, the conceptual framework provides a theoretical basis for understanding the factors affecting teacher turnover in Guizhou SJ College. It emphasizes the importance of individual factors, organizational factors, industry factors and the degree of matching between individuals and organizations and proposes solutions.

Research Methodology

(1) Literature analysis: Conduct literature search with keywords such as "private higher vocational colleges", "teacher turnover" and "characteristics of private teacher turnover", collect and review previous studies, and understand their findings, characteristics, methods and innovations. In addition, collect the support policies and regulations for teachers in private higher vocational colleges in recent years, grasp the current situation of teacher turnover in China's private higher vocational colleges, and find relevant solutions.

(2) Interview method: On the basis of literature analysis, the interview outline was formulated, and the education administrators of Guizhou SJ College conducted the interview. To collect their cognition of the factors affecting the turnover of teachers in our school, and

provide information for the project preparation of the scale.

(3) research questionnaire: The tool used in this study is a questionnaire about the factors affecting the turnover of teachers in Guizhou SJ College, which is divided into the following two parts.

Part 1: The questionnaires on the personal status of the respondents. It was in the form of a checklist to ask for basic information of the respondents, namely 1) Gender of respondents 2) Age of respondents 3) Respondent's highest educational background and 4) The work experience of the respondents.

Part 2: This paper makes a questionnaire survey on the factors affecting the turnover of teachers in Guizhou SJ College, produced by the researchers consists of 4 items, which are divided into 16 aspects.

Research Results

This paper analyzes the data of factors affecting the loss of teachers in Guizhou SJ College. The purpose of the study is: Guizhou SJ College and give corresponding countermeasures. The results of data analysis are divided into the following three parts.

Part 1 The results of the analysis of frequency and percentage of the personal status of the respondents.

From the perspective of the interviewees, there are more women. The age of the interviewees shows that most of them are young, ranging from 25 to 29 years old. The highest education of the interviewees shows that most of them have a bachelor's degree, less advanced education, and most of them are teachers with less work experience. It can be seen that most of the teachers in this college are young female teachers with less working experience.

Part 2 The result of mean and standard deviation analysis of factors affecting the turnover of teachers in Guizhou SJ College.

Part 3 The analysis result of the factors affecting the turnover of teachers in Guizhou SJ College

This paper analyzes factors affecting the loss of teachers in Guizhou SJ College through the results of the questionnaire analysis, and conducts in-depth interviews with the important

data of 5 managers. Through the content analysis: specific as follows:

3.1 Summary of content analysis from in-depth interview results of personal factors survey.

Respondents generally believe that our school is very important in terms of personal factors that influence teacher turnover, and our school also needs to pay attention to the influence of personal factor on teacher turnover and its incentive effect. Teachers can be internally and extrinsic motivated. Schools can motivate teachers to achieve self-realization, reduce work pressure and enhance professional identity through a series of strategies and measures. For professional development opportunities, continuing education and training.

3.2 Summary of content analysis from in-depth interview results of Organizational factors in teacher management.

Respondents generally believe that organizational factors play an extremely important role and significance in motivating teachers. Salaries, welfare system, management support, career development opportunities, working environment, job security and organizational commitment provided by schools directly determine whether teachers stay or go. Schools have not fully realized these aspects, and need to constantly improve and improve teachers' salaries and welfare system. Provide management support and career development opportunities.

3.3 Summary of content analysis from in-depth interview results of industry factors.

Respondents generally believe that the influence of industry factors on teachers is a long-term process. The policies of the education industry, the recognition of teachers in private colleges by the education industry, the development prospects of the education industry and the competition in education are crucial to the stability of the teaching team. If the government puts forward a reasonable salary policy, including raising the salary level of teachers and establishing a performance-based salary system, etc.

3.4 Summary of content analysis from in-depth interview results of the degree of matching between individuals and organizations.

Respondents generally believe that the degree of matching between individuals and organizations has a significant impact on teacher turnover. When personal values are aligned with organizational culture, teachers may have more development opportunities and room for

improvement. They will receive more training and guidance from the organization, gain personal growth and development, and thus enhance their commitment and passion for work.

Discussions

In China, the development of private higher vocational colleges has attracted more and more attention, and teachers are one of the key factors in the development of schools, so the phenomenon of teacher loss has attracted people's attention. However, from the perspective of the effectiveness of factors affecting the loss of teachers in private higher vocational colleges, there is a certain gap between the results presented and the expected goals. The reasons are as follows.

In terms of personal factors:

(1) Teachers work under great pressure and lack of self-knowledge

On the one hand, teachers in higher vocational colleges need to undertake a number of tasks, including preparing lessons, attending classes, correcting homework, participating in school management, etc., with heavy workload and tight time, it is easy to increase work pressure. Teachers who bear the pressure of teaching work for a long time may suffer from physical and mental exhaustion, mental fatigue, physical overdraft, etc.

(2) Low professional identity

The lack of effective incentives for the overall career development of teachers in private higher vocational colleges leads to the adverse phenomenon of low professional recognition of teachers, inconsistent with the development goals of the school and low enthusiasm for work. Low professional identity of teachers may lead to a decline in work motivation of teachers and affect their attitude and commitment to work.

In terms of organizational factors:

(1) The compensation and welfare incentive measures are not perfect

The salary and welfare system of higher vocational colleges is not perfect, and schools or educational institutions may lack a perfect salary and welfare system, including salary adjustment mechanism, performance appraisal system, reward and punishment mechanism, etc.

(2) Lack of management support and commitment

The decision-making and management methods of the management of the private higher

vocational colleges are not transparent enough, which leads to the unclear development direction and goals of the school, and the lack of participation and belonging.

In terms of industry factors:

(1) The social recognition of civilian-run higher vocational colleges is low, and the development prospect is unclear

The education quality and teaching level of the private higher vocational colleges may be different from that of the public colleges, which leads to the doubt of the society on its education quality and reduces its recognition.

(2) Educational policy restrictions

Domestic education policies have certain restrictions on private higher vocational colleges, which are reflected in the following aspects: Enrollment scale restrictions: The government may restrict the enrollment scale of private colleges, including the total number of students, professional Settings and enrollment plans, so as to maintain the reasonable allocation and management of educational resources.

In terms of the organizational culture and individual culture matching degree:

School culture does not match teachers' personal values

There are differences between the educational concept, teaching method and values of the school and the personal educational concept of the teacher, resulting in the inconsistency between the personal values and the school culture. The school's management style may be inconsistent with the teacher's personal work habits and values, for example, the school may prefer to emphasize strict management and norms, while the teacher prefers flexible and autonomous teaching methods.

Knowledge from Research

This study aims to reduce the teacher turnover rate of Guizhou SJ College, and the findings of this study have generated value to better understand the causes and characteristics of private teacher turnover.

First of all, research shows that it is necessary to improve teachers' self-realization value and professional identity. Some teachers in private colleges and universities lack this understanding, because they are too young and lack work experience. Therefore, it is necessary to help teachers improve their self-realization value and professional identity, and

at the same time reduce teachers' work pressure, so as to improve teachers' professional identity. Reduce work pressure and improve teaching quality.

Secondly, the research emphasizes that organizational factors are also crucial. The salary and welfare system, management support and organizational commitment provided by the school to teachers are all conditions that encourage teachers to strengthen their will and belief. By providing such support, teachers can be motivated and motivated to work. Including providing a good working environment, fair treatment, development opportunities, etc., they will be more involved in the work, actively work hard to complete the task, and contribute to the development of the school.

Thirdly, the development prospects and education policies of private education, as well as the quality and level of social recognition, affect whether teachers stay in this industry, because they see the opportunities and potential for long-term development in the field of education. They may be more willing to invest time and energy, and actively participate in the highly recognized education industry can enhance teachers' job satisfaction and sense of belonging, improve career development opportunities, and reduce attrition rate; And a poorly recognized education sector may increase teacher dissatisfaction and insecurity, exacerbating the risk of attrition.

Therefore, the education industry should focus on improving its own recognition and attracting and retaining good teachers. Therefore, it is an important factor to reduce the turnover of teachers to solve the problems in the aspects of individual teachers, organization, industry and the matching degree between individual and organizational culture. It is necessary to strengthen the solution and improvement of these problems, enhance the sense of belonging and job satisfaction of teachers, reduce the possibility of turnover, and promote the development of the college.

Conclusion

According to the results of questionnaire survey and in-depth interview, it is found that personal factors, organizational factors, industry factors and the matching degree between organizational culture and personal culture play a crucial role in retaining teachers. It is suggested to focus on solving these problems. In short, this study aims to solve the problem of teacher turnover in Guizhou SJ College and propose solutions. It mainly includes teachers'

self-realization and sense of accomplishment, work pressure, professional identity, salary, welfare system, working environment, management support, job security, career development opportunities, organizational commitment, education policy, education market competition, development prospects of education industry, recognition of education industry, the fit between personal values and organizational culture, as well as individual career development needs and positions provided by organizations The matching degree of career development opportunities. Through the implementation of these recommendations, the faculty turnover rate of the College will be reduced.

Suggestions

According to the research results, the following measures are proposed to solve the influencing factors of teacher turnover in Guizhou SJ College: In terms of personal factors: 1 Improve the working environment and improve teachers' self-awareness; 2 Increase career development opportunities. In terms of organizational factors: 1 Establish an incentive salary and welfare system; 2 Enhance school management and support; In terms of industry factors: 1 Improve the quality of education and build a high-quality reputation; 2 Increase policy support and encouragement; In terms of the organizational culture and individual culture matching degree: Define development goals and establish common cultural values.

All in all, knowing the influencing factors of teachers in Guizhou SJ College and taking the above targeted measures can increase the enthusiasm and recognition of teachers and reduce the teacher turnover rate of Guizhou SJ College.

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DANCE TEACHERS COMPETENCY DEVELOPMENT MODEL FOR ENHANCING THE ACADEMIC ADMINISTRATION OF COLLEGES IN HAINAN PROVINCE

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Abstract

China's higher education is becoming increasingly internationalized, and universities are facing a competitive and open environment. After decades of rapid development, college dance education has a certain degree of universal adaptability and rationality, and has also achieved certain results. However, in the context of profound reform and transformation in China's society, the competency model of college dance teachers also needs to be transformed. In recent years, the competency of college dance teachers in Hainan Province has remained unchanged, resulting in the backwardness of teacher quality and making it difficult for college dance teachers to obtain development needs. In the "Guiding Opinions on Strengthening the Construction and Reform of the Teaching Team of Colleges and Universities in the New Era" issued by the Ministry of Education and other six departments, it is clearly pointed out that through a series of reform measures, the professional attractiveness of college teachers will be significantly enhanced, and the ideological quality, professional ability, education level and innovation ability of teachers will be significantly improved, and a high-quality, professional and innovative college teacher team will be built. In the process of building a team of dance teachers in colleges and universities, the construction of the competency index system is conducive to optimizing the management system of dance teachers, improving the comprehensive quality of teachers and stimulating the vitality of the teaching team.

Therefore, this study took the competency of college dance teachers as the research object, and used the literature method, behavioral event interview method, Delphi method and questionnaire survey method to analyze the competency characteristics of college dance teachers in Hainan Province on the basis of constructing the competency index system of college dance teachers, so as to provide a specific improvement path for the improvement of the competency of college dance teachers in Hainan Province.

Keywords: *college dance teacher; competency index system; dance competency; Hainan Province*

Introduction

(Guiding Opinions of the Ministry of Education and Other Six Departments on Strengthening the Construction and Reform of the Teaching Team of Colleges and Universities in the New Era, 2021) pointed out that through a series of reform measures, the attractiveness of the college teaching profession will be significantly enhanced, the ideological quality, professional ability, education level and innovation ability of teachers will be significantly improved, and a high-quality, professional and innovative college teacher team will be built. Because the competency index system can not only show the explicit and implicit characteristics of workers, the competency index system of college teachers can not only highlight the easy-to-observe quality characteristics such as teachers' professional ability and knowledge structure, but also show the implicit quality characteristics such as the education level, ideological quality and innovation ability of college teachers. In short, the construction and application of the competency index system in the group of college teachers is conducive to improving the modern college teacher management system and optimizing the college talent management service system. For college dance teachers, some problems have also emerged in the process of strengthening the construction of their teaching staff, such as the weak scientific research awareness and low scientific research literacy of some teachers in the teaching team, which leads to the lack of depth and cutting-edge research related to dance, and the difficulty of scientific research to catch up with the vigorous development of college dance. How to improve the innovation motivation of dance teachers is also one of the issues that need to be considered in the long-term development of colleges

and universities. It can be seen that there may be differences in the competency characteristics of college dance teachers, such as teachers of different genders in terms of physical and emotional expression, and teachers with different professional titles may have differences in scientific research literacy, how to solve such a problem? These are questions that deserve to be studied.

In summary, based on the need to improve the competency of college dance teachers, promote the research on the competency index system of college dance teachers, and improve the teaching quality of college dance teachers, this study took college dance teachers in Hainan Province as the research object, and compared and analyzed the competency characteristics of teachers of different genders, ages and professional titles on the basis of constructing the competency index system of college dance teachers, so as to provide targeted strategies for the improvement of college dance teachers' competency.

Research Objectives

1. Construct an evaluation index system for the competency of dance teachers in colleges and universities.
2. This paper puts forward targeted competency improvement strategies for college dance teachers in Hainan Province, and puts forward corresponding suggestions for the construction of dance teachers in colleges and universities in Hainan Province.

Literature Review

Education is teacher-oriented. Teachers are responsible for the great mission of cultivating talents for the future pillars of the country, and teachers in colleges and universities are more responsible for the important mission of developing the country's scientific and technological innovation, and are the direct contributors to the harmonious and connotative development of education. The competency of college teachers is a research question worthy of in-depth investigation, examination and excavation. Based on the review of relevant literature at home and abroad, this paper explores the rules on the basis of grasping the basic concept of competency of college dance teachers, and forms the following literature review at home and abroad, in order to provide a reference for expanding the

research space and field of college dance teacher competency.

Without competence, there is no execution. The existing competency traits are a popular study in disciplines such as economics and management, educational sciences and so on (Fang, 2007). Teacher competency mainly refers to the knowledge, skills and professional values related to the implementation of successful teaching, which belongs to the individual characteristics of teachers and is a necessary condition for teachers to engage in successful teaching (Wu et al., 2020). In the 80s of the 20th century, many experts and scholars began to deeply explore the concept of competence and applied it in practice, which was a relatively advanced management concept at that time, and these studies showed that people began to pay attention to competency (Richard & Boyatzia, 1982). Carlsson (2000) said that college teacher competency is a kind of professional knowledge, skills and values that teachers should have, which are related to the development of effective teaching, and are the characteristics of teachers themselves. Dineke, E.H. (2004) showed that the competency of college teachers is the teaching skills and attitudes that teachers need to show when facing a variety of requirements, and the differences in teachers' personalities, connotations and teaching environments have an important impact on them. Darling and Youngs (2002) pointed out that the quality and level of teachers determine the quality of student training, and some individual traits embodied by teachers themselves can show the personal development of teachers in the future. The improvement of teachers' competency level is also indirectly of great significance to students' personal achievement, which is a feasible and important strategy. Heneman and Milanowski (2004) pointed out that the improvement of the competency of college teachers should start from the following two aspects: first, the improvement of teaching, that is, from the professional knowledge and skills of teachers; The second is the analysis of human resources, such as teacher recruitment, training and development, etc., in addition, the relationship between teacher performance appraisal and competency is pointed out, and the performance appraisal system of teachers based on competency is constructed. Zhou (2024) believes that the composition of the competency characteristics of full-time teachers in colleges and universities is composed of first, the knowledge level. Study, understand and apply the theoretical knowledge and practical knowledge related to college professional courses. Second, skills, have good teaching ability,

communication skills, and be able to complete teaching work with high quality. Third, social cognition. Correctly view the social status of teachers, clarify the social norms of teachers, and show their social image in front of students, students' parents, and other personnel in colleges and universities. Fourth, self-awareness. That is, the awareness or intuition of one's own identity. Fifth, traits, personal personality traits, and typical ways of behaving. Sixth, motivation. The internal psychological processes or drives that motivate, maintain, regulate, and guide teachers to engage in their work.(Yi,2023) based on the exploratory factor and confirmatory factor analysis, based on the competency system of college teachers, formulated milestone standards that meet the competency development of college teachers in China, including five first-level indicators: knowledge literacy, professional attitude, teaching and research ability, social ability, and intrinsic motivation.

In the new era of education, dance teachers must change their teaching ideas, form a sense of lifelong learning, strengthen the reflection on teaching activities, and gradually become modern dance art teachers who are learning and reflective, constantly improve their competitiveness, and strive to become front-line dance teachers (Wang 2016). Feng (2020) believes that improving the competency of dance teachers is not only an inevitable choice to improve the quality and efficiency of dance teaching, but also an important choice to promote the development of the domestic dance industry. The school needs to build a teaching evaluation platform for dance art teachers, and through diversified evaluation methods such as peer evaluation and teacher self-evaluation, teachers can carry out active communication, learn from each other, learn from experience, learn from each other's strengths, and jointly improve their teaching competency. In addition, the school also needs to hold regular teaching seminars for dance teachers, so that dance teachers can discuss the doubts and problems encountered in teaching, and can carry out special research from different aspects such as teaching methods, combination choreography, movement analysis, dance culture, and creative methods, so that teachers can conduct research on dance teaching scientifically, diversely, and flexibly, and improve their own competency in the process of Imperceptibly (Li,2017).Niu and zhang (2022)believe that competency can be used as the basis for teacher assessment, evaluation, and pre-service and post-service training. As a new project, dance has been developed in China for a short time, and the competency of teachers needs to be

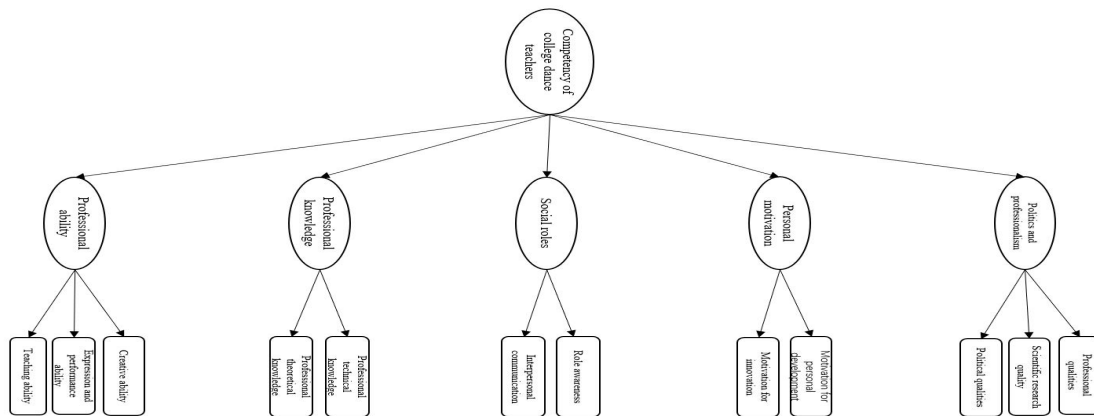
improved urgently in the context of the new era. The purpose of this study is to construct a competency index system for college dance teachers based on the characteristics of the new era and dance itself, and to provide a basis for the recruitment, pre-service and post-service education, and performance evaluation of college dance teachers in the new era. Dai (2022) based on the principle of constructing the competency index system, used the literature method and the behavioral event interview method to extract the elements of college sports dance competency, and then screened and integrated the preliminary college sports dance teacher competency index system through two rounds of expert investigation, and finally established the college sports dance teacher competency index system Level 1 competency involves business competence, professional knowledge, social roles, personal motivation, etc.

To sum up, most of the current literature is a study on the competency of college teachers and the competency of college sports dance. Among them, the research on the competency of college teachers provides theoretical support for the formulation of competency indicators for college dance teachers. The research on the current situation and construction of the teaching staff of sports dance teachers in colleges and universities provides a perspective for the analysis of the competency of different types of dance teachers.

Due to the fact that there is little construction of the competency index system of college dance teachers in China, this study is to draw on the experience of the predecessors in the research of competency theory and college competency model, and study a set of competency model of college dance teachers, which has obvious local characteristics, strong operability, systematization and practicability, so that the competency model can truly become an innovative tool for the management of college dance teachers, in order to establish and maintain a good college teaching team.

Conceptual Framework

Combined with the competency index system, the competency of college dance teachers, and the competency of college sports dance teachers, the competency model of college dance teachers was preliminarily constructed.



Research Methodology

(1) Literature analysis: "competency index system", "college teacher competency", "college dance development" and "college dance teacher competency". and so on, and then read and analyze the literature related to college dance competency. The literature method provides a theoretical basis for the study of the competency of college dance teachers, which is presented in the following aspects: firstly, through the review of the relevant literature on the development of college dance and the current situation of college dance teachers, the research questions related to the competency of college dance teachers are put forward and their feasibility is verified; Secondly, through the review of competency, competency index system and college dance teachers' competency, the method of constructing the competency index system of college dance teachers was determined, and the theoretical basis for the extraction of college dance teachers' competency elements was provided. Thirdly, through the review of the literature related to the quality structure, professional ability and current situation of college dance teachers, different path options are provided for the development of college dance teachers' competency. In short, the application of the literature method is carried out in the research on the competency of dance teachers in colleges and universities.

(2) Interview method: Based on the literature analysis, develop an interview outline to conduct interviews with teachers. Collect their perceptions of Dance teachers competency development model for enhancing the academic administration of colleges in Hainan province.

(3) Delphi method: refers to the method of many experts to evaluate a research problem

based on their own professional knowledge, experience and subjective judgment, which is considered to be a group decision-making behavior, and is especially suitable for problems that lack relevant research foundation. In view of the fact that there are few studies on the competency characteristics and index system of college dance teachers at home and abroad, this study needs to use the Delphi method expert survey method to screen the preliminarily formulated competency elements of college dance teachers, and adjust the competency index of college dance teachers according to the modification or deletion opinions of experts under the condition of considering the rationalization and completeness of the competency index system of college dance teachers

(4) Questionnaires: On the basis of the competency index system of college dance teachers constructed by literature research method, behavioral event method and Delphi method, this paper compiled a questionnaire on the competency of college dance teachers, and distributed it to dance teachers in colleges and universities in Hainan Province, and conducted mathematical analysis of the questionnaire results, so as to enrich the theoretical basis for the improvement strategy of dance teachers' competency.

Research Results

Under the principle of following the construction of the competency index system, the competency index system of college dance teachers was preliminarily formulated according to the indicators extracted by the literature method and the behavioral event interview method, and then on this basis, through expert inquiry and investigation, according to the competency index scores of dance teachers and the modification suggestions of experts, the preliminary index system was deeply integrated to determine the final competency index system of college dance teachers.

In terms of professional ability, the professional ability of college dance teachers refers to the sum of all the abilities required by college teachers to engage in dance teaching and other related dance work. Among them, teaching ability is the most basic competency characteristic of college dance teachers, which usually involves the teaching design, teaching implementation and teaching evaluation of dance. However, the verbal and physical expression, emotion and physical expression and other expression and performance

competencies of dance teachers are the main characteristics that distinguish them from other university teachers. In addition, the choreography ability of dance teachers is mainly reflected in two aspects: movement combination choreography and work choreography.

In terms of professional knowledge, for college dance teachers, their professional knowledge not only includes the theoretical knowledge of dance majors, but also involves the professional and technical knowledge of dance. Among them, the theoretical knowledge of dance majors is mainly the style characteristics and cultural knowledge of different ethnic and folk dances, the introduction of dance and the knowledge of dance anatomy, and the continuous enrichment of the theoretical knowledge of dance teachers is conducive to the dissemination of dance culture, the scientific training of dance training and the organization of competitions. In addition, the status of dance teachers' professional and technical knowledge is on a par with professional theoretical knowledge, which mainly involves the basic skills of dance teachers, ethnic and folk dance combinations, modern dance combinations and music literacy, etc., such as the musical elements in dance will affect the attractiveness and expressiveness of teaching and training, and the good music literacy of dance teachers is conducive to optimizing the teaching effect.

The social role dimension mainly refers to the social behavior and some personal consciousness shown by college dance teachers, which is composed of two aspects: interpersonal relationship and role awareness, such as interpersonal relationship usually reflects the communication with leaders, colleagues, and students, and equal respect for them. The role awareness of college dance teachers mainly includes the awareness of social service and the awareness of educating people.

In terms of personal motivation, the personal motivation and competency characteristics of college dance teachers are mainly reflected in two aspects: innovation motivation and personal development motivation, and the innovation of college dance courses, teaching innovation, artistic expression innovation and music element innovation is conducive to improving students' interest in learning, enriching students' dance performance experience and promoting the development of college dance courses. In terms of personal motivation, college dance teachers pursue career goals, achievement motivation and establish a sense of lifelong learning are the driving force for their own continuous development.

In addition, the Politics and professionalism of college teachers' scientific research literacy are reflected in three aspects: scientific research awareness, scientific research methods and scientific research spirit, and the professional quality of college dance teachers includes competency characteristics such as caring for students, fairness and integrity, and sense of responsibility.

Discussions

According to the competency model of dance teachers in colleges and universities in Hainan Province constructed above, and the questionnaire surveyed by the model, the improvement path of the competency of dance teachers in colleges and universities in Hainan Province is given from the aspects of gender ratio, age group and professional title.

According to the survey of dance competency in colleges and universities in Hainan Province and previous research, it can be seen that the proportion of men and women in the dance faculty of colleges and universities is unbalanced, therefore, colleges and universities with dance majors should fully consider the ratio of men and women in their enrollment, and colleges and universities should also combine the current situation of the proportion of men and women in the school faculty when recruiting dance teachers. However, in terms of improving the competency of college dance teachers, the specific path is as follows: for male dance teachers, firstly, college dance teachers should improve their expression and performance ability, such as emotional and physical expression, secondly, they need to strengthen their learning of scientific research methods, so as to continuously improve their scientific research literacy, and finally, male college dance teachers need to improve their musical literacy and improve their motivation for personal achievement. For female dance sport teachers, first, it is necessary to continuously improve their professional ability, which requires targeted measures to improve their teaching evaluation ability and oral and physical expression ability; Second, we should constantly update the professional knowledge system of dance and strengthen the technical movements, and secondly, we should strengthen communication with colleagues and students, and arrange dance teaching according to the needs of students.

From the survey in this paper, it can be seen that the competency of college dance

teachers of different ages is also different, and different promotion strategies are formulated for professors of different ages. The details are as follows: for college dance teachers aged 46 and above, first, their professional knowledge needs to be constantly updated, including providing training opportunities and strengthening assessment; Second, colleges and universities should set up various award and evaluation mechanisms as much as possible to stimulate personal development motivation. Third, it is necessary to continuously update the knowledge system and strengthen the awareness of dance innovation, especially to improve the ability of curriculum innovation and strengthen the awareness of dance scientific research, and colleges and universities should increase the investment in scientific research and innovation. Paying attention to the physical and mental development of college learning is also particularly important for college dance teachers aged 46 and above. For college dance teachers aged 35 and below, it is not necessary to focus only on the improvement of teaching ability, but also to take into account the improvement of comprehensive business ability. In addition, teachers aged 35 and below need to further improve their scientific research literacy, ideological and political quality, and strengthen the practice of basic dance techniques. For college dance teachers aged 36-45, it is the key to continuously update the professional knowledge system of dance, and the improvement of ideological and political quality should also be concerned.

Finally, among the competencies of teachers, the promotion strategies of different professional titles are also different. The competencies of dance teachers in colleges and universities with different professional titles are as follows: for teaching assistants, it is necessary to take targeted measures to improve the professional knowledge and theory of dance, and specifically to strengthen the understanding of the origin, development and practical significance of dance; Secondly, colleges and universities should strengthen the innovation motivation of college dance teachers through various incentive mechanisms. Finally, teaching assistants should clarify their personal development goals and continuously improve their scientific research literacy. Lecturers should improve their expression and performance skills, colleges and universities should provide them with more opportunities for communication, observation and learning, in addition, lecturers should improve their ability to evaluate dance teaching, and adhere to the combination of multiple evaluations. In addition,

professors need to improve their interpersonal skills, which mainly refers to strengthening communication with students, innovating their artistic expressions according to students' understanding of dance, and regular communication with university students is also conducive to their scientific research. Associate professors still need to develop personal development plans to strengthen their personal motivation, including personal development motivation, and in addition to further improving their ability to choreograph movements and dance art forms.

Conclusion

According to the principle of the construction of the competency index system, the literature method and the behavioral event interview method were used to extract the elements of college dance competency, and then the preliminary draft competency index system of college dance teachers in Hainan Province was screened and integrated through the expert investigation method, and finally the competency index system of college dance teachers was established. Then, according to the analysis results, targeted strategies are provided for the improvement of the competency of dance teachers in colleges and universities in Hainan Province, and the main conclusions are as follows:

Through the Delphi method, the preliminary competency elements were screened, and the competency index system of dance teachers in colleges and universities in Hainan Province was finally established: the first-level competency involved five aspects: professional ability, professional knowledge, social role, personal motivation, ideological and political and professional quality; Level 2 competency includes 12 aspects: teaching ability, expression and performance ability, choreography ability, professional theoretical knowledge, professional and technical knowledge, interpersonal relationship, role awareness, innovation motivation, personal development motivation, ideological and political quality, scientific research literacy and professional quality.

Targeted strategies are provided for the improvement of the competency of college dance teachers of different genders, ages and professional titles, as follows: for college dance teachers of different genders, male teachers need to improve their emotional and physical expression, and improve their scientific research literacy, while female teachers need to

strengthen their communication skills; For teachers of different ages, teachers aged 36 to 45 need to constantly update their professional knowledge of dance, while teachers under the age of 35 need to further improve their scientific research literacy. For teachers with different professional titles, teaching assistants should clarify their personal development goals, constantly update their knowledge system, and improve their scientific research literacy, lecturers should pay attention to the comprehensive development of professional ability, associate professors should strengthen their personal development motivation, and professors should strengthen communication with students.

Suggestions

On the basis of the results of this study, combined with the development status of college dance teachers, the following suggestions are put forward for the improvement of college dance teachers in terms of professional ability, professional knowledge, social role, personal motivation, ideological and political and professional quality:

(1) In terms of professional ability, colleges and universities or colleges and universities should vigorously carry out dance teaching competitions, dance competitions and other exchange activities, so as to better achieve the actual effect of "promoting teaching by competition" and "promoting practice by competition", dance teachers in colleges and universities should actively participate in competitions, communicate with each other, learn from each other, and continuously improve their teaching ability, expression ability, performance ability and choreography ability. In addition, relevant departments or colleges and universities should carry out relevant training for young dance teachers' lack of teaching experience and outdated dance teaching design concepts for old teachers.

(2) In terms of professional knowledge, it is suggested that colleges and universities should carry out more lectures on dance professional theoretical knowledge and other activities, encourage teachers with 16 years or more teaching experience to participate in and strengthen the learning of cutting-edge knowledge and theory of dance, and young teachers should strengthen the learning of the origin, development and contemporary value of dance. In addition, teachers should strengthen the learning of dance culture, not only to teach students dance techniques in the classroom, but also to improve students' awareness of dance

culture through teaching.

(3) In terms of social role awareness, it is suggested that colleges and universities should strictly implement the national policy on strengthening the construction of college teachers, strengthen the learning of college teachers' professional quality, and enhance their awareness of moral education. It is suggested that colleges and universities should hold dance teacher-student seminars to strengthen the communication and interaction between teachers and students, so that teachers can further understand students' views and needs on dance. In dance teaching, teachers should be friends with students and listen to their true thoughts. In addition, colleges and universities should encourage dance teachers to participate in social service work in the form of providing dance teaching guidance to the community, serving as judges for dance competitions, and part-time staff of dance associations.

(4) In terms of personal motivation, it is recommended that colleges and universities establish relevant awards or honors to stimulate teachers' motivation for achievement and strengthen their awareness of personal development; It is suggested that colleges and universities should improve the income distribution mechanism and performance appraisal methods to motivate teachers to better complete their teaching work. It is suggested that colleges and universities should give full play to dance innovation awards and strengthen the innovation awareness of dance teachers in colleges and universities.

(5) In terms of ideological and political and professional quality, it is suggested that colleges and universities should incorporate ideological and political quality and teacher ethics into the evaluation system of recruitment, training and evaluation of professional titles, and it is suggested that college dance teachers should strengthen the continuous study of ideological and political theories. It is suggested that colleges and universities should innovate the education methods of teacher ethics and teacher style, and promote the continuous learning of teacher ethics and teacher style through praise, theme education and work appreciation.

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THE MEDIATING ROLE OF MEANING AT WORK IN PROMOTING TEACHER COMMITMENT AND REDUCING BURNOUT

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Abstract

This study aims to deeply explore the mediating role of work significance in promoting teacher commitment and reducing burnout. Through comprehensive analysis of relevant theories and empirical research, it reveals how the significance of work affects teachers' psychological state and work performance, and provides new theoretical perspectives and practical enlightenment for teacher management and career development in the field of education.

Key words: *work significance; teacher commitment; teacher burnout; intermediary role*

Introduction

Education is the cornerstone of social development, and teachers are the core force of education. However, in today's complex and changeable educational environment, teachers are faced with many challenges, such as high work pressure, changing education policies and students' needs, which makes the maintenance of teachers' commitment and the prevention of burnout become important problems to be solved in the field of education. As an individual's cognition and feeling of the value and goal of work, work significance has gradually attracted the attention of researchers. This study aims to explore the mediating role of work significance in promoting teacher commitment and reducing burnout in order to provide useful theoretical support and practical guidance for improving teacher work quality and professional well-being.

The concept and connotation of work meaning

1. Definition of work significance

The significance of work is the subjective evaluation and cognition of individual work, including the importance and value of work to the realization of personal values, self-growth, social contribution and other aspects.

2. The dimension of work significance

The meaning of work can be divided into two dimensions: internal meaning (such as personal interest and self-realization) and external meaning (such as economic return and social recognition).

The concept and type of teacher commitment

1. Definition of a teacher's commitment

Teacher commitment refers to the teacher's recognition, commitment and loyalty to the educational cause. Teacher commitment refers to the emotional attachment, dedication, and loyalty that teachers have toward their teaching profession, students, and the educational institution they work for. It encompasses a sense of responsibility and a willingness to invest effort and time in their teaching role, often resulting in enhanced job satisfaction and student outcomes.

2. The type of teacher commitment

This includes emotional commitment (emotional attachment to work), normative commitment (commitment based on ethics and responsibility), and continuous commitment (consideration based on cost and benefits).

The concept and performance of teacher burnout

1. The Definition of teacher burnout Teacher burnout is a phenomenon of physical and mental fatigue, reduced work enthusiasm and lack of work sense of achievement caused by teachers under long-term work pressure. Teacher burnout is a state of physical, emotional, and mental exhaustion resulting from chronic stress, emotional fatigue, and a feeling of being overwhelmed by the demands and challenges of the teaching profession. It often leads to reduced job satisfaction, decreased performance, and an increased desire to leave the profession.

2.the performance of teacher burnout

These include emotional exhaustion (feeling extremely tired and powerless), depersonalization (indifference and alienation between students and work), and reduced personal accomplishment (negative evaluation of the value of your work).

The relationship between work meaning and teacher commitment

1. The influence of work significance on teachers' emotional commitment When teachers think that work has internal significance and can realize personal value and interest, it is more likely to produce emotional attachment and investment to work.

2. The influence of work significance on teachers' standard commitment Realizing the social significance and moral value of work helps teachers enhance their commitment based on norms and responsibilities.

3.The impact of work significance on teachers' continuous commitment The satisfaction and sense of accomplishment from the meaning of work can improve the teachers' cost-effectiveness assessment of work, thus enhancing continuous commitment.

The relationship between work meaning and teacher burnout

1.The relieving effect of work significance on teachers' emotional failure Giving meaning to work can provide positive emotional support for teachers and reduce the emotional fatigue caused by work pressure.

2.The inhibitory effect of the significance of work on teachers' deindividuation Clarifying the value and goal of the work helps teachers to maintain attention and enthusiasm for students and work, and reduce the tendency to disalize.

3. The role of work significance on improving teachers' personal sense of achievement Feeling the meaning of work can enhance teachers' sense of self-efficacy and work sense of achievement, and combat the reduction of personal sense of achievement.

Significance of work: An intermediary mechanism in promoting teachers' commitment and reducing burnout

(1) Target setting and motivation stimulation

Work significance Set clear work goals for teachers to stimulate internal motivation, thus promoting commitment and reducing burnout.

(2) Self-identification and value realization

Make teachers form a positive self-identity, feel the realization of personal value, and then enhance the commitment, reduce the sense of burnout.

(3) social support and a sense of belonging

Thinking that work is meaningful enables teachers to get social support from students, parents and colleagues, enhance their sense of belonging, be more devoted to work, and reduce burnout.

(4) Coping with pressure and psychological adjustment

Help teachers to deal with the work pressure with a more positive attitude, make effective psychological adjustment, maintain the commitment level, and avoid burnout.

Strategies and suggestions to improve the significance of teachers' work

1.The school level

(1) Create a positive school culture and emphasize the value and significance of education.

(2) Provide diversified professional development opportunities to help teachers achieve personal growth.

(3) Establish a fair and reasonable evaluation system and recognize the work achievements of teachers.

(4) Individual level of teachers

1. Conduct self-reflection and clarify personal educational values and career goals.

2. Actively seek for fun and a sense of achievement in work, and cultivate interest in work.

3. Establish good interpersonal relationships and gain social support.

Conclusion

This study reveals the importance of job significance in exploring the mediating role of work significance in promoting teacher commitment and reducing burnout. Schools and individual teachers should work together to enhance teachers 'perception of the significance of work, so as to enhance teachers' commitment, reduce burnout, and inject lasting impetus

into the high-quality development of education. Future research can further expand the scope of research, and deeply explore the characteristics and mechanisms of the significance of work in different educational stages and subject fields, so as to provide more targeted guidance for educational practice.

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THE POLICY TOOLS STRUCTURE OF DISCIPLINE CONSTRUCTION IN GUANGXI UNIVERSITIES: AN ANALYSIS BASED ON THE DUAL DIMENSIONS OF POLICY TOOLS AND CONSTRUCTION THEMES

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Abstract

Policy tools are crucial for translating discipline policy into discipline construction activities and serve as a vital intermediary for the effectiveness of discipline construction. This study establishes a two-dimensional analysis framework for policy tools and construction themes in Guangxi's first-class discipline construction, and utilizes text content analysis to code, classify, and statistically analyze the policy tools in Guangxi's first-class discipline policy. The study reveals that there is an imbalance in the combination and distribution of policy tools among different discipline construction topics, as well as a lack of proper alignment between the type of policy tools and the specific discipline construction topics. Therefore, it is essential to enrich the range of instruments available for discipline construction, improve the alignment between policy tools and guiding elements, enhance synergistic efficiency between them, and properly regulate their guidance to sufficiently unleash the initiative and innovation of subjects.

Keywords: *discipline policy; policy tools; policy instruments; discipline construction; “Double First Class” construction; policy text analysis*

1. Introduction

Policy tools play a crucial role in the attainment of policy objectives during the implementation process. However, it is critical to note that the mere promulgation of a policy does not guarantee its successful realization. The achievement of policy goals necessitates the effective translation of policy content into actionable measures. Therefore, careful selection and optimization of policy tools are paramount. This aspect warrants should be paid more attention from all stakeholders involved in the policymaking process. In order to effectively translate disciplinary policies into tangible actions and yield positive outcomes for discipline development, it is imperative to consider not only the financial, spatial, knowledge, and human resources required for implementation but also the judicious selection and combination of these tools.

The policy itself is a combination of various policy tools. Since the implementation of Guangxi's first-class discipline construction policy in 2017, several universities in Guangxi have made significant progress in discipline development. Currently, this series of policies has completed one construction cycle and entered the second construction cycle. Among the universities and disciplines supported by the government, most disciplines have shown relatively favorable construction effects, while a modest number of disciplines have demonstrated remarkable progress and a few have not achieved their expected goals. Under the same policy support, are the differences in the development of these disciplines caused by policy orientation or by deviations in university implementation? In addressing these issues, this study hypothesizes that the combination structure of disciplinary policy tools in Guangxi universities significantly impacts the effect of discipline construction. Therefore, it is necessary to analyze the disciplinary policy tools at Guangxi universities and explore their combinatorial relationship with disciplinary instruments.

This study develops a two-dimensional analytical framework for discipline policy tools, with the horizontal dimension representing the policy tools and the vertical dimension representing the theme of discipline construction. It investigates the structural relationship between policy tools by deconstructing policy texts and coding the instruments. The findings reveal several issues in the selection characteristics of discipline policy tools in first-class discipline policies of universities in Guangxi, such as over-reliance on certain types of policy

tools, imbalanced deployment and uneven distribution among different themes of discipline construction, as well as unreasonable or missing combinations of primary policy tools.

In order to effectively implement the discipline policy of Guangxi universities, this study proposes policy optimization suggestions for existing issues in discipline policy tools. In enhancing the overall framework of discipline policy tools, it is essential to integrate practical discipline construction, utilize various effective policy tools, and diversify the toolbox of discipline construction policies. During first-class discipline construction or policy adjustments, policymakers should enhance the alignment between discipline policy tools and issues as well as optimize their combination. Policymakers should consider both short-term and long-term goals of discipline construction, systematically refine the selection and application of policy tools within the network to stimulate initiative and creativity among disciplinary subjects, and strengthen the practical effects of disciplinary policies.

2. Raise of problem

Policy tools are a series of methods adopted by policy subjects in order to achieve policy objectives. Public policies are one of the critical ways for the government to implement and govern the discipline construction of universities. The policy tools are essential to achieve the goal of discipline construction. Some scholars (Sun Zhijian ,2011) contends that the weak understanding of the policy tools theory will greatly limit the thinking and performance of governance. Since the 1970s, the academic circle has conducted interdisciplinary and multi-perspective research on policy tools, which provides a good theoretical basis for us to study discipline policy. Chen Zhenming (2015) made a relatively complete summary of the definition of policy tools on the basis of reviewing the theoretical research progress of policy tools in the international academia and combining with the policy practice of the Chinese government. He believes that policy tools are various methods, means and realization mechanisms adopted by policy subjects in order to realize and meet the public's demand for public goods and services, as well as a series of related institutional arrangements. From the perspective of the definition of the policy tools, the policy tools is a key element in the discipline policy.

The study of discipline policy from the perspective of policy tools has both theoretical

and practical significance for perfecting discipline policy. Combined with the discipline construction practice of universities in Guangxi, this study adopts Chen Zhenming's concept explanation of policy tools and the classification theory of policy tools proposed by Lorraine M. McDonnell, Richard F. Elmore, Anne Schneider & Helen Ingram. This study takes these theories as the basic concept of discipline policy research, and studies the discipline policy tools of Guangxi universities.

Hence, it is imperative to investigate the disciplinary policy tools employed by universities in Guangxi. Since 2017, in alignment with the national “double first-class” policy, the Guangxi government has actively advanced the high-quality development of regional higher education and has devised an implementation plan and measures to facilitate the establishment of first-class universities and disciplines in Guangxi (hereinafter referred to as the “plan” and “measures”, respectively). These two disciplinary policies are aligned with the objectives of the national “double first-class” program, delineating the direction, tasks, and requirements for the substantive development of higher education in Guangxi. The discipline policy is poised to play a pivotal role in driving progress within colleges and universities in Guangxi. Consequently, over recent years, constructing first-class disciplines has emerged as a critical focal point within the realm of higher education in Guangxi for both governmental educational management departments and universities alike.

In 2018, the initial phase of the Guangxi first-class discipline construction project was initiated. These discipline construction projects underwent a comprehensive self-assessment by universities, followed by a development level assessment conducted by third-party organizations commissioned by the government, and ultimately, a construction performance evaluation carried out by the educational administrative department after four years of implementation. The mid-term construction evaluation was completed in 2019 and the final construction evaluation in 2021. In 2022, the second round of Guangxi first-class discipline construction project was officially launched. As of now, the second round of first-class discipline construction in Guangxi universities is currently underway.

The quality and combination of policy tools will inevitably exert a significant impact on the discipline construction of universities in Guangxi. Policy tools refer to the methods or approaches used by policy makers to promote policy implementation, translate policy text

into action, and achieve policy objectives. The process of implementing disciplinary policies is a multifaceted endeavor involving various factors such as policy attributes, application, evaluation, selection, and innovation. It is critical to note that the mere implementation of disciplinary policies does not guarantee the attainment of policy goals. Therefore, careful consideration must be given to the selection of appropriate policy tools during the process of discipline construction. Consequently, it is essential to conduct research and analysis on policy tools during both formulation and implementation stages in order to effectively facilitate the realization of desired outcomes. This study focuses on analyzing quantitative data related to first-class discipline construction policies in Guangxi universities with an aim to gain deeper insights into their essence and identify potential gaps. Furthermore, it seeks to explore strategies for enhancing the system of disciplinary policy tools and advancing the development path for discipline construction in Guangxi universities.

3. Research status

3.1 Research Progress on first class discipline policies related to discipline construction in Guangxi universities

Research on discipline policy has been a prominent topic in the realm of higher education in China for the past decade. However, there is a dearth of policy research findings pertaining to first-class disciplines in universities in Guangxi. A search in the general CNKI database yielded no more than 100 relevant academic papers with the theme of “Guangxi first-class discipline”. Furthermore, using “first-class discipline” as the keyword and “Guangxi” as the title, keywords, and abstracts resulted in finding no more than 25 relevant academic papers. The results obtained from a three-step serial search were also quite limited. The initial step involved conducting a correlation search with “discipline construction” as the title, keywords, and abstracts. Subsequently, using “Guangxi” as the title for the second step search under the theme of “first-class discipline”, less than 15 academic papers were found.

Existing research findings on Guangxi’s first-class discipline policy primarily consist of journal articles and academic dissertations. Journal paper subject distribution predominantly focuses on three fields: higher education, library and information science, and medical education management. Master’s degree dissertations related to first-class discipline policies

in Guangxi are mainly distributed across three fields: higher education theory, library and information science theory, educational management theory. The few doctoral dissertations related to Guangxi's first-class discipline policy are all concentrated in the field of higher education. Therefore, it can be seen that although there is limited current research, the construction of first-class disciplines in Guangxi has attracted the attention of researchers.

The existing research results on the topic of discipline construction in colleges and universities in Guangxi mainly focus on the theme of "how to carry out the construction of first-class disciplines". There are a variety of perspectives, such as academic team construction, talent cultivation, scientific research, resource allocation, professional construction, social service, and evaluation system.

He Zubin and Chen Yang (2022) are the foremost scholars in the theoretical exploration of discipline construction. They argue that the traditional construction mode of disciplines is path dependent, leading to cognitive deviations in evaluating their value. This has resulted in numerous issues with the development of first-class disciplines in local universities, such as an overemphasis on input factors and theoretical research at the expense of resource integration, sharing, and transformation of scientific achievements. Additionally, there is a lack of cross-disciplinary coordination, limited international exchanges and cooperation, and insufficient high-level management within disciplines. In response to these challenges, He Zubin and Chen Yang propose path optimization strategies for discipline construction. These include shifting thinking towards discipline construction by emphasizing social logic as a guiding force; implementing development strategies aligned with the value attributes of disciplines; integrating construction across disciplines, majors, and courses; and strengthening international exchanges. Their research findings have significantly enriched the theoretical perspective on discipline construction within Guangxi universities. This study provided a more comprehensive theoretical framework.

In the realm of talent development and team building, scholars have conducted research on topics such as talent cultivation, resource investment, and major development within first-class disciplines at universities in Guangxi.

Liao Tingting (2020) utilized Guangxi University as a case study to examine the growth of non-dominant disciplines in local universities within the context of "double first-class"

construction.

Xiong Chao and Huang Yunrong (2022) used the Law School of Guangxi University as an example to explore the training pathway for scientifically versatile legal professionals amidst the backdrop of “double first class” universities. They proposed that after establishing training objectives and concepts for law schools at universities, it is essential to bridge legal education with practical application through the formation of high-quality rule of law teams, optimization of law faculty allocation structure, and reforming law course content based on practical legal experience in order to revolutionize the training model for legal professionals.

Qiu Jianhua (Shen Xingcan, Tang Jinjun et al., 2021) conducted a case study on the establishment of a state-level first-class chemistry major at Guangxi Normal University, analyzing the strategies and effectiveness of developing top-tier teacher training programs. The study also proposed a roadmap for enhancing the quality of normal majors through broad enrollment, selective training, professional curriculum groups, teaching reform, and improving the teaching abilities of normal students.

He Zubin, Zhou Jianqing & Lin Fangfang, et al. (2024) taking Guangxi Normal University as a research case, proposed strategies to promote the construction of liberal arts in Guangxi universities, focusing on the establishment of new research projects, optimized interdisciplinary, refinement of talent cultivation programs and course content, maximization of college functions, and enhancement of system and mechanism.

In the realm of disciplinary construction evaluation research, Huang Manxi (2019) focused on developing a first-class discipline evaluation system and examined disciplinary evaluation methods through the lens of multiple co-governance theory. Through comparative analysis of various cases, he proposed four paths for disciplinary evaluation under multiple co-governance, including the integration of independent third-party evaluation and third-party entrusted evaluation, the amalgamation of evaluation criteria and discipline characteristics, the fusion of internal and external evaluations, as well as a combination of quantitative and qualitative assessments. His study underscores the pivotal role of third-party evaluations in discipline construction and advocates for multi-stakeholder participation in disciplinary evaluations without delving into specific methodologies for third-party disciplinary evaluations.

Overall, the existing research on first-class discipline construction in Guangxi is characterized by a scattering of research topics and a predominance of experiential or exploratory evaluation methods, with a notable dearth of theoretical exploration.

3.2 Research progress on policy tools related to discipline construction in Guangxi universities

After the implementation of the national First-class discipline policy in 2015, a multitude of scholars have embarked on studying disciplinary policy from diverse perspectives. As a result, several scholars have produced a plethora of research achievements in the realm of disciplinary policy tools, thereby broadening the scope of disciplinary policy research. Notable contributions include works by Wu Yujie (2015), Xi Yongsheng (2017), Xu Yun (2018), Xie Ran & Li Wenting (2019), Sun Keji (2019), Zhou Fujun & Hu Chunyan (2019), Peng Xin (2019), Liu Peijun, He Chaomin & Zhao Shuangliang (2023), and so forth. Most of these achievements are based on the national “double first class” policy text or the comprehensive multi-provincial discipline policy text as the analysis object. It is evident that examining discipline policy through the lens of policy tools holds both theoretical and practical significance for refining discipline policy.

Although there have been a lot of research results on discipline policy tools, there are no thematic research results on discipline policy and policy tools in Guangxi universities. Nevertheless, from the perspective of correlation, the research results of some scholars are still relevant to the disciplinary policy tools of universities in Guangxi. Of particular relevance is the research project conducted by Liu Peijun (2023), which involves encoding and analyzing first-class disciplinary policy texts across various provinces to study the general characteristics of discipline policy tools. Guangxi first-class discipline policy is included in it.

Liu Peijun (2023) developed a two-dimensional analytical framework of “policy tools-policy theme” from a theoretical perspective and conducted metrological analysis on 35 first-class discipline policy texts issued by local governments, including Guangxi. His research revealed that local governments tend to favor strong government dominant policies in promoting the construction of first-class disciplines, resulting in an imbalance and insufficiency in the use of policy tools. He suggested that local governments should exercise

appropriate control over authority tools, optimize their use of policy tools, improve the balance and rationality of tool combinations, enhance collaborative and flexible application of policy tools, and ultimately improve overall efficiency in optimizing methods for using policy tools. This study by Liu Peijun provides valuable insights for thematic research on discipline policy tools at universities in Guangxi.

3.3 Review of discipline policy research relate to discipline construction in Guangxi universities

Existing research on discipline policy in Guangxi universities has primarily focused on proposing action strategies to enhance or optimize the construction of first-class disciplines from the perspective of discipline construction practice. However, there is a lack of studies examining discipline construction practice in Guangxi universities from the standpoint of policy or policy tools. Furthermore, theoretical findings on discipline construction or discipline policy in Guangxi universities are limited. The current research results fail to provide a comprehensive understanding and evolutionary trajectory of the study of discipline policy tools in Guangxi universities at both theoretical and practical levels. Therefore, this study adopts a policy tools perspective to first establish an analytical framework for examining discipline policy tools in Guangxi universities and subsequently deconstructs the text of discipline policies to identify structural issues related to these tools. Finally, recommendations for optimizing the structure of policy tools are proposed with the aim of enhancing the implementation of discipline policies by Guangxi universities.

4. Research framework of discipline policy tools

4.1 Research Sample

Based on the consistency of research samples and topics, the relevance of policy texts and activities, and the authority of policy documents, this study selected the 2017 implementation plan for discipline construction and the 2018 implementation measures for discipline construction as policy research samples for analysis. The chosen samples demonstrate alignment with the research topic, close correlation between policy content and discipline construction, as well as temporal consistency between publication and activity. These policy texts are issued by Guangxi government, representing authoritative documents

pertaining to first-class discipline construction. Overall, these policy texts meet the relevance requirements for our research topic. This study will code, classify, and analyze the structural characteristics of discipline policy tools in Guangxi universities based on these two selected samples.

4.2 Analysis framework

4.2.1 Horizontal dimension: Policy tools

This study adopts policy tools as the horizontal dimension (X- axis) within the disciplinary policy analysis framework. Given the diverse array of policy tools, it is imperative to first establish a clear definition of the various types of discipline policy tools.

The policy tools classification framework proposed by American scholars (Lorraine M. McDonnell, Richard F. Elmore, Anne Schneider, Helen Ingram) has been widely utilized in the research of various educational topics. Lorraine M. McDonnell & Richard F. Elmore (1987) categorized policy tools into mandates, inducements, capacity-changing and system-changing based on the government's involvement in policy activities and the target dimension. Anne Schneider & Helen Ingram (1990), based on the behavior mode of the government guiding the target group and the action response of the target group, divided policy tools into authority tools, incentive tools, capacity tools, symbolic and hortatory tools, and learning tools. The meticulous classification of policy instruments by these scholars is conducive to clear distinction. Wu Hewen (2011) contends that linking policy objectives to behavioral motivations of policy audiences is essential for evaluating policy instruments post-implementation; utilizing these classification methods can offer valuable insights for improving governmental management practices. In light of their application in educational research, this study posits that these two theories are well-suited for analyzing disciplinary policy instruments.

From the perspective of policy instrument classification methods proposed by Lorraine M. McDonnell, Richard F. Elmore, Anne Schneider, and Helen Ingram, there are discernible distinctions and intersections in the types of policy instruments they delineate; likewise, there exist variations and parallels in their implications for policy instruments. Consequently, Therefore, from the perspective of research needs, this study integrates their policy instrument classification methods, equates incentive tools with inducement tools, and

incorporates learning tools into capacity building tools. Ultimately, this study categorizes disciplinary policy tools into authority tools, motivational tools, capacity building tools, system reform tools and persuasive tools. (Table 1).

Table 1 Classification of discipline tools	
Type of policy tool	Primary policy tools
Authority tools	Request, Standard , Procedure, Supervisor, Responsibility
Motivational tools	Funds, Reward, Punishment, Authorization
Capacity building tools	Platform construction, Institutional construction, Special policy support , Education and training
System reform tools	Power restructuring, Functional definition, Tissue remodeling
Persuasive tools	Encourage , Call , Appeal
(Table edit: Author)	

- i. Authority tools encompass five primary components: requests, standards, procedures, supervision, and responsibilities. The emphasis lies in policymakers guiding disciplinary actors to adhere to policy requirements through legitimate authority.
- ii. Motivational tools encompass four primary mechanisms: rewards, penalties, authorizations, and financial resources. These tools are designed to incentivize and support individuals in engaging in constructive disciplinary actions or deterring and sanctioning inappropriate disciplinary behaviors.
- iii. The capacity building tools consist of four primary components: platform development, institutional establishment, specialized policy assistance, and education and training. The emphasis is on providing educational resources, training programs, and technical support to enhance the capabilities of stakeholders in discipline-building towards achieving policy objectives.
- iv. The system reform tools encompass three primary components: power restructuring, functional definition, and tissue remodeling. The emphasis is on realigning the distribution of power within discipline construction and reorganizing discipline resources to foster disciplinary development.
- v. Persuasive tools consist of three primary elements: encouragement, call to action, and appeal. These tools focus on inducing values and setting examples to guide

individuals in automatically adjusting their behavior patterns and promoting discipline.

4.2.2 Vertical dimension: Discipline policy theme

This study takes the subject of discipline construction as the vertical dimension (Y-axis). The theme of discipline construction is the task stipulated by discipline policy, which can also be called discipline policy theme. There are 6 subjects of discipline construction: Discipline construction management, Discipline direction and level, Teaching team, Talent cultivation, Scientific research and social services, International cooperation and exchanges.

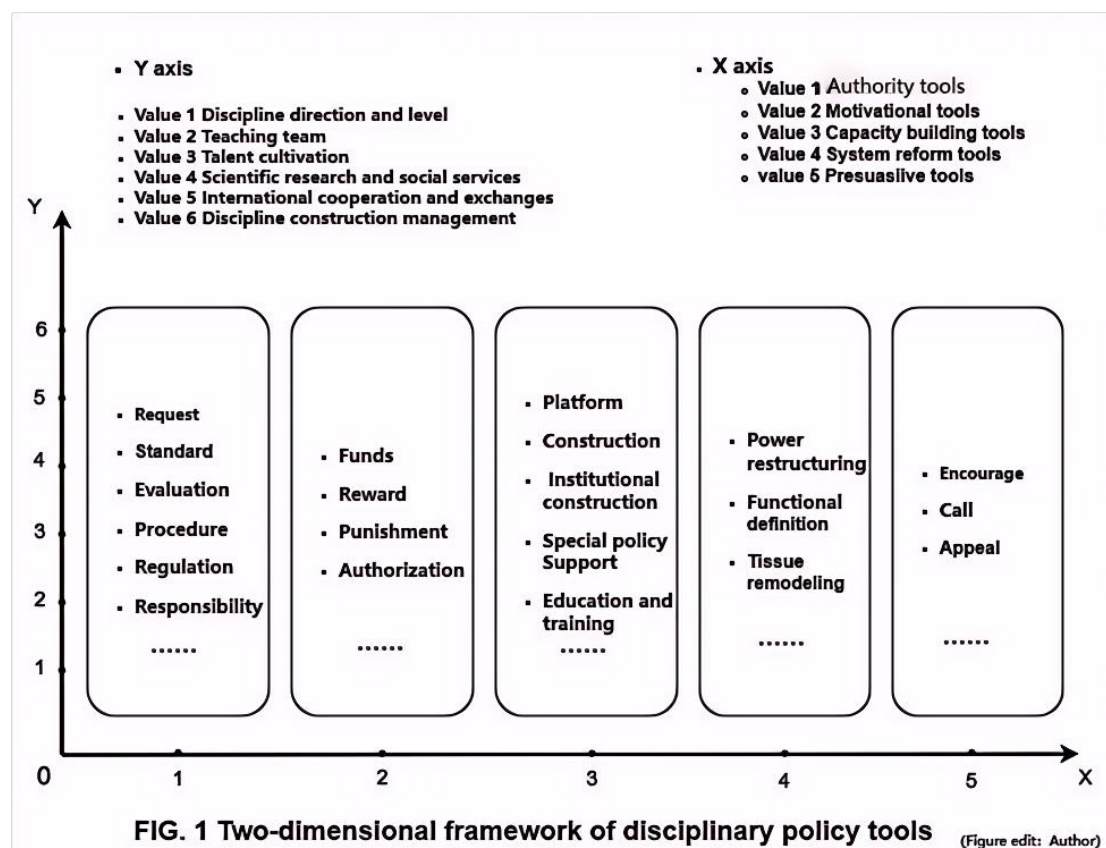
In this study, the longitudinal dimension (Y-axis) is defined by the discipline policy theme, which refers to the task of discipline construction stipulated by discipline policy and can also be referred to as discipline construction theme. There are 6 areas of discipline construction: discipline construction management, discipline direction and level, teaching team, talent cultivation, scientific research and social services, international cooperation and exchanges.

Due to the multitude of tasks and objectives involved in discipline construction activities, the policy theme pertaining to discipline specifies a range of construction tasks within the policy text. Each type of policy theme encompasses several discipline construction tasks along with their corresponding action objectives or behavioral guidelines. The contents of the two policy texts, comprising 35 clauses for the implementation plan and 30 clauses for the implementation measures of discipline construction, are uniformly categorized into six policy themes based on the requirements for discipline construction tasks and assessments. (Table 2).

Table 2 Classification of discipline policy themes	
Types of policy themes	Content of the policy theme (Discipline construction theme)
Discipline construction management	Discipline construction management system, management system, discipline construction subject responsibilities, the use and management of funds, etc.
Discipline direction and level	Stable discipline direction, doctorate-accredited field, master-accredited fields, major construction, discipline evaluation ranking, etc.
Teaching team	The number of full-time teachers, innovation team develop, degree structure and age structure, etc.
Talent cultivation	Teaching platform, teaching achievements (such as teachers' teaching rewards and compilation of teaching materials, and students' subject competition awards), and the quality of Talent cultivation (such as students' publications, patent authorization, employment rate, graduation rate, dissertation evaluation, etc.)
Scientific research and social services	research platform, research projects, research funds, research achievements (such as papers, monographs, patents, etc.) and achievement rewards, social services (such as the number of projects and funds serving social institutions outside the university, income from the transformation of scientific research achievements), etc.
International cooperation and exchanges	The internationalization of teachers (such as the number of overseas visiting teachers and the number of foreign teachers), the internationalization of Talent cultivation (such as students studying abroad, the number of visiting students and the number of foreign students), and international exchanges (such as platforms and projects for international scientific research cooperation, international academic conferences hosted or co-organized, and international academic conferences attended), etc.
(Table edit: Author)	

4.2.3 A two-dimensional analysis framework for disciplinary policy tools

Based on the classification of policy tools and their components, as well as the content of discipline policy text and evaluation points of discipline construction in Guangxi universities, this study adopts a two-dimensional analysis framework for discipline policy tools. The horizontal dimension (X axis) represents five policy tools: authority, motivational, capacity building, system reform, and persuasive. The vertical dimension (Y axis) encompasses six discipline policy themes: management of discipline construction, direction and level of disciplines, teaching team development, talent cultivation, scientific research and social services, international cooperation and exchange. This framework comprehensively covers all aspects of discipline construction work within the context of the examined policies. (Figure 1).



4.3 Quantitative analysis of discipline policy tools

4.3.1 Sample code

In order to operationalize the policy tools outlined in statistical policy documents, it is necessary to code the content of the policy text. This involves analyzing the policy clauses as the fundamental unit and conducting a thorough decomposition of the content. Following the framework of “policy name - policy clause - tool type”, the objective is to extract and decompose the policy tools from the textual content as comprehensively as possible.

In this study, a total of 221 pieces of policy tools information were extracted from the two policy texts. During the process of implementing discipline policy documents, the Implementation Plan serves as an overarching framework for the Implementation Measures. The latter represents a detailed elaboration of the former and provides specific guidance for actors to promote discipline construction within its framework. Consequently, there may be some redundancy in the 221 policy tools information. To avoid repetitive analysis of policy tools, this study consolidates information with similar themes and classifies them into corresponding tool types for statistical purposes. After merging redundant policy information, a total of 172 effective policy tools were ultimately derived from the two policy texts.

In order to facilitate the corresponding statistical analysis of policy tools and topics, this study systematically encodes information on these policy tools in the format of “policy name - policy clause - tool type”. Subsequently, a coding table (Table 3) for content analysis units of discipline policy text was developed. Due to space constraints, only select analysis units and their respective codes are presented in this

Table 3 Policy Text Analysis Unit Code Table (Excerpt)					
NO.	Policy	Policy text content analysis unit	Y dimension: the theme of discipline construction	X dimension: discipline policy tool	Code
1	The plan	1. With improving the quality of Talent cultivation and scientific and technological competitiveness as the core, It should.....	Discipline construction management	Authority tools	1-1-1
		5. Young and middle-aged backbone teachers will be.....	Teaching team	Capacity building tools	1-5-3
		5. Improving the quality assurance system for talent training.....	Talent cultivation	System reform tools	1-5-4
2	The Measures	9. Cultivate top-notch innovative talents	Talent cultivation	Authority tools	2-9-1
		11. Form an incentive mechanism with	Scientific research and social services	Motivational tools	2-11-2
		16. Government departments shall establish	Discipline construction management	Capacity building tools	2-16-3

article.

(Table edit: Author)

4.3.2 Coding statistics

By classifying and sorting out the coding of policy tools information, this study summarizes the tools frequency under the policy tools classification dimension (X-axis) and the tools frequency under the policy theme dimension (Y-axis), as well as the various percentages between the policy tools frequency (see Table 4 for details).

The distribution results of policy tools can be seen by comparing the two-dimensional analysis framework of policy tools (Figure 2).

Table 4. Distribution table of discipline policy tools

Y	X	Authority tools					Motivational tools				Capacity building tools					System reform tools			Persuasive tools			Total	Percent
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T		
Discipline construction management		10	4	4	8	3	2	4	5	2	3	2	0	0	1	4	2	2	0	2	3	61	35.5%
Discipline direction and level		1	1	1	1	0	0	0	0	0	0	1	0	0	0	1	4	0	1	0	0	11	6.4%
Teaching team		0	1	0	0	0	1	1	1	0	4	0	1	5	4	1	1	1	0	1	0	22	12.8%
Talent cultivation		1	0	0	0	0	0	0	1	0	6	4	4	3	0	3	0	0	0	0	3	25	14.5%
Scientific research and social services		0	0	0	0	0	1	4	0	0	4	8	0	1	1	1	6	1	1	7	2	37	21.5%
International cooperation and exchanges		0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0	7	16	9.3%
Total		12	6	5	9	3	4	9	7	2	17	18	8	12	6	10	13	4	2	10	15	172	100%
Percent		7.0%	3.5%	2.9%	5.2%	1.7%	2.3%	5.2%	4.1%	1.2%	9.9%	10.5%	4.7%	7.0%	3.5%	5.8%	7.6%	2.3%	1.2%	5.8%	8.7%	100%	

Descr:

A: Standard; B: Procedure; C: Request; D: Responsibility E: Supervisor; F: Reward; G: Authorization; H: Funds; I: Punishment; J: Institution; K: Platform; L: Education; M: Special support; N: Information; O: Functional; P: Power; Q: Tissue; R: Encourage; S: Call; T: Appeal

(Table edit: Author)

Figure 2. Comparison for the distribution of discipline policy tools

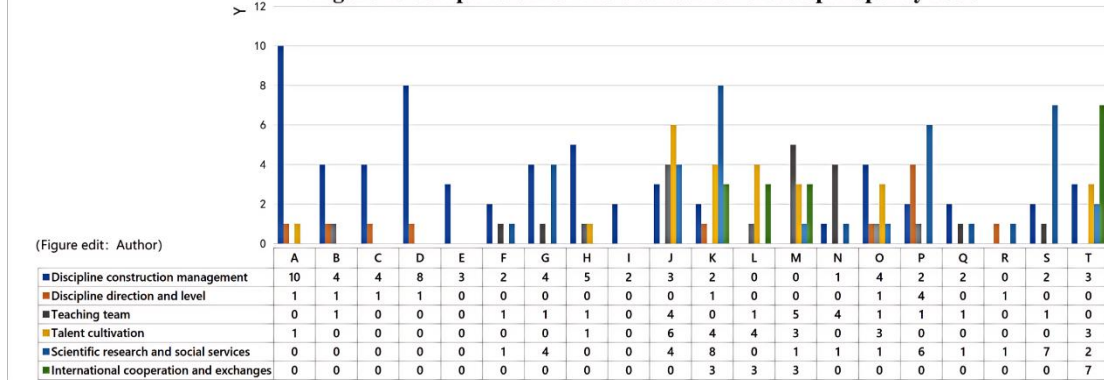
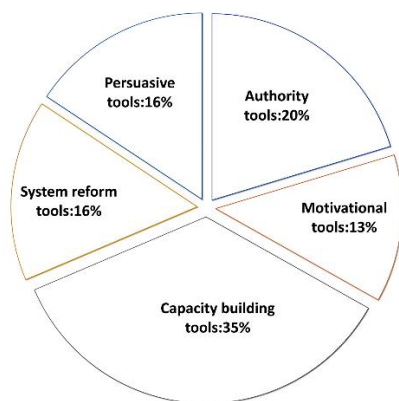
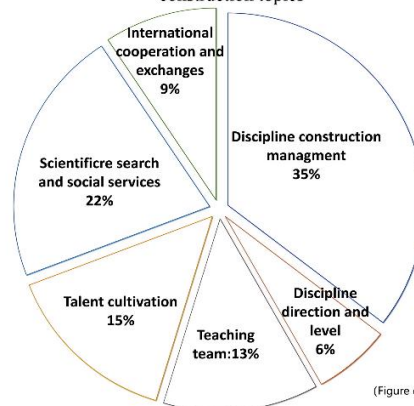


Figure 3. Distribution of policy tool types



(Figure edit: Author)

Figure 4. Comparison of tools in the construction topics



(Figure edit: Author)

4.3.3 Analysis of statistical results

Based on the coding statistics of disciplinary policy texts, this study conducts a comprehensive analysis of the frequency distribution of policy tools in both horizontal and

vertical dimensions using the two-dimensional framework. Through comparison, the study identifies distinct characteristics in the distribution of disciplinary policy tools.

(1) Distribution of discipline policy tools in the horizontal dimension (X-axis)

From the perspective of the distribution of policy instruments, there are large differences in the frequency of various policy tools (see Figure 3 & Table 4). First, the frequency of capacity building tools is 61, accounting for the majority of the total number of policy tools, accounting for 35.5%. This shows that "capacity building tools" play a vital role in discipline construction, and also reflects that the focus of discipline construction lies in capacity building. The second is the authority tools, with a frequency of 35, accounting for 20.3%. System reform tools and persuasive tools tied for third place, with the frequency of 27 and 15.7% respectively. The last is motivational tools, with a frequency of 22, accounting for 12.8%. This shows that local governments are more inclined to use capacity building tools and authority tools to promote discipline development when promoting discipline construction. The frequency of system reform tools and motive tools is significantly inferior. This reflects that there is a proportional imbalance in the combination structure of disciplinary policy instruments.

(2) Overall distribution of policy tools for discipline construction topics in the vertical dimension (Y-axis)

Observing the frequency of various policy tools from the perspective of disciplinary policy themes, this study finds that the distribution of policy tools under each policy theme shows great differences. (Figure 4 & Table4).

i. First and foremost, the themes of discipline construction management were most commonly addressed using policy tools, with a total frequency of 61, accounting for 35.5% of the total. This indicates that there is a greater emphasis on discipline construction management within disciplinary policy, and also highlights the influential role of government in shaping discipline construction.

ii. The second is the theme of scientific research and social services. The frequency of policy instruments is 37, accounting for 21.5%. This reflects that scientific research and social service are important embodiments of the level of discipline construction.

iii. The third is the theme of talent training, with the frequency of policy tools being 25, accounting for 14.5%. This shows that talent cultivation, as a core task, has not received enough attention in discipline construction activities, and relevant policy tools need to be enriched.

iv. The fourth is the teaching team theme, and the frequency of policy tools is 22, accounting for 12.8%. This reflects that the construction of the teaching staff has also failed to gain the focus of attention, and the relevant policy tools need to be enriched.

v. The fifth theme is international cooperation and exchange, with the frequency of policy instruments being 16, accounting for 9.3%. On the whole, the use of policy tools is relatively reasonable.

vi. Finally, the subject with the least policy tools is the direction and level of the discipline, with the frequency of policy tools being 11, accounting for 6.4%. This indicates the lack of policy instruments on the subject of discipline direction and level. To some extent, this is not conducive to standardizing the direction of discipline development. This situation may lead to the repeated construction of the same discipline among different universities or the deviation of discipline construction from the policy purpose.

In short, from the vertical dimension, the proportion of management behavior in discipline construction activities is the largest, and the proportion of scientific research and social service behavior is the second. It can be seen that, on the one hand, discipline policy focuses on discipline construction management work and scientific research activities, but on the other hand, it ignores the key theme of talent cultivation and teacher team construction.

(3) The distribution of various policy tools and their primary instruments under the subject of discipline construction

In the policy text, all six disciplinary construction themes are using five categories of policy tools, and within each disciplinary policy theme, there are certain differences in the use of primary instruments under each type of policy tool. (Table 4).

i. Discipline construction management

- a) A total of 61 policy tools were employed, with authority tools being the most commonly utilized at 29, followed by motivational tools at 13, capacity building tools at 6, system reform tools at 8, and persuasive tools at 5. This distribution

reflects the government's strong commitment to promoting discipline construction in line with management activities. However, there is a relatively low frequency of capacity building tools in discipline construction management themes.

- b) Secondly, there is a diverse range of primary tools within the categories of authority tools, motivational tools and system reform tools. Thirdly, among the capacity building tools used are institutional platforms and information; however, education training or special support policies have not been implemented.
- c) Lastly, while appeal and call-out tool are utilized under persuasive tools; encouragement tools are not employed at all. In short, in the subject of discipline construction management, the lack of capacity building tools is not conducive to improving the discipline development ability of the subject.

ii. Discipline direction and level

This theme employs a total of 11 policy tools, including 4 authority tools, 0 motivational tools, 1 capacity building tool, 5 system reform tools, and 1 persuasive tool. This reflects the government's use of authority tools to regulate the development direction of disciplines in accordance with macro-management requirements for discipline construction. However, the lack of motivational tools and capacity building tools may have a negative impact on the development direction of disciplines and hinder their level of improvement.

iii. Teaching team

The theme includes 22 policy tools, with a predominant frequency of 14 capacity building tools, followed by 3 motivational tools, 3 system reform tools, and 1 authority tool. This distribution emphasizes the importance of team building in disciplinary development activities. However, compared with other subject construction topics, for the importance of teaching team in discipline construction, the frequency of 22 tools seems to be too few. Additionally, there is a lack of platform instruments among primary tools, and with only 1 frequency each for motivational tools and system reform tools. This configuration does not adequately reflect the importance of teacher teams in disciplinary development.

iv. Talent cultivation

Talent training is the core task of discipline construction, and there are 25 policy tools in general, among which the frequency of authority tool is 1, the frequency of motivational tools

is 1, the frequency of capacity building tools is 17, the frequency of system reform tools is 3, and the frequency of persuasive tools is 3. It can be seen that capacity building tools account for the largest proportion, which is in line with the fundamental purpose of discipline construction centered on talent training and reflects the core position of talent training in discipline construction. However, the frequency of authority tools, motivative tools and system reform tools is relatively small, and the primary tools are obviously missing. This tool distribution does not match the central task of discipline construction, which is not conducive to improving the quality of talent training.

v. Scientific research and social services

The overall utilization of this theme encompasses 37 policy tools, with authority tools having a frequency of 0, motivational tools having a frequency of 5, capacity building tools having a frequency of 14, systemic reform tools having a frequency of 8, and persuasive tools having a frequency of 10. It is evident that the emphasis on capacity building tools aligns with the primary objective of enhancing social service capabilities in universities through discipline construction. This underscores the significance of strengthening the social service capabilities within disciplines. Furthermore, there is an apparent overemphasis on persuasive tools while there is insufficient focus on funding and punishment within motivational tools. This considerably impedes the enhancement of research proficiency and social service capabilities within disciplines.

vi. International cooperation and exchange

The overall theme comprises 16 policy tools, with a frequency of 0 for authority tools, 0 for motivational tools, 9 for capacity building tools, 0 for systemic reform tools, and 7 for persuasive tools. It is evident that within this theme, capacity building tools constitute the majority, aligning with the requirements of discipline construction and underscoring the pivotal role of international cooperation and exchange in disciplinary development. However, the frequencies of authority tools, motivational tools, and systemic reform tools are all at 0 within this theme. Simultaneously, among the primary tools, institutional development, information consultation, encouragement and exhortation all have a frequency of 0. This distribution of policy tools is unlikely to effectively advance international cooperation and exchange in universities or achieve anticipated goals in this area.

5. Conclusion and suggestions

5.1 Study Conclusions

Based on the policy tools and discipline construction theme, this study constructed the two-dimensional analysis framework. With the help of the analysis framework, this study analyzes the policy texts of first-class disciplines in Guangxi, and finds that the disciplinary policy tools present the following characteristics.

- i. Firstly, the disciplinary policy tools in Guangxi's universities are relatively comprehensive, covering five types of policy tools: Authority tools, motivational tools, Capacity building tools, System reform tools, and persuasive tools. These policy tools address various disciplinary policy themes including discipline construction management, discipline direction and level, teaching team, talent cultivation, scientific research and social services, international cooperation and exchanges.
- ii. Secondly, there are large differences in the type and distribution of policy tools on the whole. Among them, capacity building tools are the most commonly used, followed by authority tools, and then system reform tools and persuasive tools (which are used with the same frequency). The motivational tools are the least
- iii. Thirdly, there are significant variations in the distribution of policy tool types across different discipline policy themes. The majority of policy tools are focused on discipline construction management, followed by scientific research and social service, with a focus on talent cultivation and discipline team. The fifth theme pertains to international cooperation and exchange. The discipline direction and level theme exhibits the minimum utilization of policy tools.
- iv. Fourthly, there are significant disparities in the distribution of policy tool types within the discipline construction theme. Specifically, there is an overabundance of authority tools and a scarcity of capacity building tools in the theme of discipline construction management. Furthermore, there are no motivational tools under the discipline direction and level theme, as well as an extremely limited presence of capacity building and persuasive tools. Similarly, there are too few authority tools, system reform tools, motivational tools, and persuasive tools for the Teaching team

theme. The talent cultivation theme and scientific research & social service theme lack authority tools, motivational tools, and system reform tools. The international cooperation and exchange theme also lack authority tools, motivational tools, and system reform tools.

- v. Fifthly, there are significant differences in the distribution of primary policy tools under the discipline construction theme. Within the theme of discipline building management, the primary policy tools lack education, training and special policies. There are no motivational tools in the discipline direction and level theme, and few capacity building tools. Under the teaching team theme and Talent cultivation theme, Due to the authority tools, system reform tools, motivation tools and persuasive tools, so the primary tools are extremely imperfect. In the subject of scientific research and social services, there is a lack of relevant primary tools due to the absence of authority tools. The scientific research and social service theme lacks funding and punishment tools. In addition, the distribution of primary instruments for the theme of international cooperation and communication is extremely irrational due to the lack of authority tools, motivational tools, and system reform tools.

5.2 Problems existing in the distribution of discipline policy tools

The statistical analysis results of the coding of policy tools from the policy text show that there are some problems in the selection and structure layout of discipline policy tools in colleges and universities in Guangxi universities.

- i. The first problem is the unbalanced combination structure of policy tool types. In other words, in policy texts, some types of policy tools are used excessively while others are used sparingly.
- ii. The second problem is the uneven distribution of policy tools among different disciplinary policy themes. Some disciplinary policy themes have a large number of policy tools, while others have few.
- iii. The third problem is the unreasonable matching of policy tool types within each disciplinary policy theme. Some disciplinary policy themes lack certain types of policy tools. At the same time, there is excessive reliance on one type of policy instrument.

- iv. The fourth problem is the unreasonable distribution of primary policy tools under disciplinary policy themes. In some disciplinary policy themes, there is a widespread lack of certain primary tools within a specific type of tool.

5.3 Relevant discussion on optimizing discipline policies

(1) There is a need to enrich the policy tools box for discipline construction.

- i. One side is to consider enriching the policy tools box from the perspective of policy tools selection and research. Policy tools selection theory has a multidisciplinary perspective, such as public administration, law, political science, economics, multidisciplinary mixed perspective, etc. Different disciplinary perspectives have different understandings of the policy tools selection theory, and they have their own typical models (Liu Yuan, 2010). Because different research perspectives have their own values and defects, the research of any discipline is only a perspective, and it cannot make a comprehensive summary of the research of policy tools selection. If policy designers choose policy tools based on a single theoretical perspective, it will lead to different policy tools selection results. Therefore, it is necessary to refer to multiple theoretical perspectives of policy instrument selection to carry out research on discipline policy instruments, which is conducive to enriching the policy toolbox of discipline construction.
- ii. The other side is to enrich the policy tools box from the diversity of policy tools types. Scholars have done a lot of research on the classification of policy tools. For example, Roswell (1985) has divided policy tools into supply-based, environmental and demand-based from the perspective of the behavior of policy executors. Howlett and Ramish (2009) have classified policy tools into compulsory policy tools, mixed policy tools and voluntary policy tools according on the extent of government involvement in public goods and providing public services. Each classification of policy tools has its own advantages and disadvantages. It is highly interactive and reciprocal between the policy tools and the environment, and each policy tools has its own profound social background and institutional roots. Therefore, for discipline construction, it is necessary to select appropriate policy tools among the diversified types of policy tools based on specific practices.

In improving the overall layout of discipline policy tools, a variety of effective policy tools should be adopted as far as possible according to the practical actions of discipline construction and the needs of tools. Such as adding learning tools. When analyzing the types of policy tools for the “double first-class” construction of Chinese universities, Xi Yongsheng (2017) proposed that the inclusion of learning tools into the discipline policy tools box will promote the target group to have more accurate judgment ability, correctly understand the meaning of the policy, and have a positive interaction with the policy makers. Due to the discipline construction of local colleges and universities between different schools have certain complementarity or have advantages, high level university discipline construction level is generally higher than the local level of discipline construction, therefore, it is necessary to increase learning tools, in order to promote through learning tools to strengthen exchanges and cooperation between local colleges and universities, or to the high level university learning advanced experience.

(2) Need to be enhanced the synergies of policy tools.

When studying China’s “double first class” construction policy tools, Pang Shengmin & Li Hui (2020) have found that each policy tools has its own unique and irreplaceable functions and values, but its role is limited; The realization of the policy objectives requires the matching use of multiple policy tools, and the scientificity and rationality of policy tools combination structure directly affect the efficiency and integrity of policy objectives. Different policy tools have their own advantages, disadvantages and conditions of use. Excessive reliance on one certain policy tools will imbalance the policy tools structure, and eventually lead to the imbalance of governance effects. Therefore, in order to improve the synergistic effect of the policy tools for discipline construction in Guangxi universities, it is necessary to optimize the policy content in the following three aspects.

- i. Firstly, to solve the problem of unbalanced distribution of policy tools between each discipline policy theme, carry out discipline policy adjustment, optimize the combination structure of various policy tools types, and improve the balance of policy tools combination.
- ii. The second is to solve the problem of unreasonable matching of policy tools within the discipline policy theme, and to supplement the missing types of policy

instruments.

- iii. Thirdly is to solve the problem of unreasonable distribution of primary policy tools under the discipline policy theme, and to supplement the missing primary instruments.

Therefore, it can be seen that in order to enhance the synergy effect of policy instruments, the policy subject should pay attention to the theme of the discipline construction when optimizing the discipline policy, enhance the fit between the policy tools and the elements or objectives of the discipline construction, give consideration to the fit between the long-term and short-term goals of the discipline policy, and systematically optimize the selection of the discipline policy tools.

(3) Through policy tools to stimulate the initiative and innovation of the discipline construction subjects as far as possible.

By understanding the knowledge, belief, demand, action, willingness and behavioral characteristics of participants in the process of disciplinary policy, policy makers can combine the needs of disciplinary development with their needs to select and apply policy tools. This should be a viable path for optimizing disciplinary policy. Some scholars mentioned that policy network theory can analyze the interaction between different policy subjects at the micro, meso and macro levels. Ren Yong (2007) has studied the schools, types and values of policy network. He thought that the theoretical framework of policy network enables people to deeply observe the micro level of actors, and better observe and analyze the behavior and motivation of the government and relevant stakeholders in the policy process. It is an exemplary theory to explain the complex relationships of policy processes.

In fact, many scholars have applied the policy network theory to study the educational scenes in China and achieved more explanatory research results. For instance, the education mechanism reform (Liu Haifeng & Wang Lugang, (2020), student development (Huang Xinping, Chen Jiaqian & Hu Hongxia, 2021), environmental governance (Wang Wen & Li Chungeng, 2020), public health management (Xia Meijun, Ying Tao & Gong Shiwei, 2017) and so forth, From this point of view, as the policy network theory continuously strengthens the theoretical analysis and interpretation power of the policy process, whether it is an

analytical tool for the policy process or a model of governance, it is an appropriate theoretical basis for the research of disciplinary policy tools. Following the analytical approach of policy network theory, it is possible to find a better combination of discipline policy tools to drive the discipline subject to carry out more valuable discipline construction activities.

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APPROACHES TO ENHANCING THE COMPETENCE OF VOCATIONAL COLLEGE TEACHERS

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Abstract

With the rapid development of the social economy and the continuous upgrading of the industrial structure, the role of vocational education in cultivating high-quality skilled talents has become increasingly prominent. Vocational college teachers, as the core force of vocational education, have a direct impact on the quality of talent cultivation through their competence levels. This article aims to explore effective approaches to enhancing the competence of vocational college teachers. By analyzing the current challenges and demands faced by vocational college teachers and combining advanced domestic and international experiences and educational theories, strategies including teacher training, enterprise practice, teaching reflection, teamwork, and policy support are proposed to promote the professional development of vocational college teachers and improve the teaching quality and level of vocational education.

Keywords: *Vocational college teachers; Competence enhancement; Approaches; Professional development*

Introduction

Vocational education is an important component of China's education system and shoulders the important mission of cultivating high-quality laborers and technical and skilled talents for economic and social development. In the context of the new era, vocational education is facing new opportunities and challenges, which place higher requirements on the

competence of vocational college teachers. Therefore, exploring the approaches to enhancing the competence of vocational college teachers holds significant practical significance.

The Connotation and Requirements of the Competence of Vocational College Teachers

(A) The Connotation of the Competence of Vocational College Teachers

The competence of vocational college teachers refers to the comprehensive qualities and abilities that teachers should possess in the process of vocational education and teaching, including professional knowledge and skills, teaching ability, practical ability, vocational guidance ability, innovation ability, and teamwork ability.

(B) The Requirements for the Competence of Vocational College Teachers

1. Possess solid professional knowledge and skills and be proficient in the latest theories and technologies in the professional field.

2. Have advanced teaching concepts and methods and be able to design and implement effective teaching activities based on the characteristics and needs of students.

3. Have rich practical experience and be able to integrate the actual working scenarios and cases of enterprises into teaching to improve students' practical operation ability and vocational quality.

4. Be able to provide effective vocational guidance for students, helping them understand career development trends and the demands of the job market and plan their careers.

5. Have an innovative consciousness and innovation ability and be able to continuously update teaching contents and methods to promote the reform of vocational education teaching.

6. Be good at teamwork and be able to collaborate with colleagues, enterprise experts, industry associations, and other parties to jointly promote the development of vocational education.

Challenges Faced by the Competence Enhancement of Vocational College Teachers

(A) Single Source of Teachers

Currently, the source of vocational college teachers is mainly college graduates, who lack enterprise work experience and practical operation ability, making it difficult to meet the demands of vocational education and teaching.

(B) Imperfect Training System

There are problems in vocational college teacher training, such as weak content pertinence, single form, and lack of practical links, resulting in poor training effects.

(C) Limited Opportunities for Enterprise Practice

Due to the imperfect cooperation mechanism between enterprises and schools, teachers have limited opportunities to participate in enterprise practice, making it difficult for them to understand the latest trends in the industry and the actual demands of enterprises.

(D) Heavy Teaching Tasks

The teaching tasks of vocational college teachers are relatively heavy, often leaving them without sufficient time and energy for self-improvement and professional development.

(E) Incomplete Incentive Mechanism

Vocational colleges' incentive measures for teachers' competence enhancement are not strong enough, lacking effective evaluation and reward mechanisms, which affect teachers' enthusiasm for improving their competence.

Approaches to Enhancing the Competence of Vocational College Teachers

(A) Improving the Teacher Training System

1. Optimizing Training Contents

Based on the actual needs of vocational college teachers and the characteristics of vocational education, design highly targeted and practical training contents covering aspects such as professional knowledge update, teaching method improvement, practical skills enhancement, and vocational guidance ability cultivation.

2. Innovating Training Forms

Adopt diverse training forms, such as centralized training, online training, school-based training, and enterprise practice training, to meet the learning needs and time arrangements of different teachers.

3. Strengthening Practical Links

Increase practical links in training, organize teachers to conduct on-site investigations and job placements in enterprises, allowing teachers to personally experience the production and operation processes of enterprises and improve their practical operation ability.

(B) Strengthening Enterprise Practice

1. Establishing School-Enterprise Cooperation Mechanism

Vocational colleges should establish long-term and stable cooperation relationships with enterprises, sign cooperation agreements, clarify the rights and obligations of both parties, and provide more enterprise practice opportunities for teachers.

2. Formulating Teacher Enterprise Practice Plans

Schools should formulate individualized enterprise practice plans for teachers based on their professional backgrounds and teaching needs, clarifying the goals, contents, time, and assessment methods of practice.

3. Strengthening the Management of the Practice Process

Schools should strengthen the management and supervision of the enterprise practice process of teachers, communicate with enterprises regularly, understand the practice situation of teachers, and solve emerging problems in a timely manner.

4. Focusing on the Transformation of Practice Outcomes

After the enterprise practice, teachers should promptly summarize the practical experience and integrate the new technologies, new processes, and new methods of enterprises into teaching to promote the reform of teaching contents and teaching methods.

(C) Promoting Teaching Reflection

1. Establishing Teaching Reflection System

Schools should establish and improve the teaching reflection system, requiring teachers to reflect and summarize their teaching processes regularly and write teaching reflection reports.

2. Conducting Teaching Reflection Activities

Organize teachers to conduct teaching reflection exchange activities, share the experiences and achievements of teaching reflection, and jointly discuss the problems existing in teaching and solutions.

3. Applying Teaching Reflection Outcomes

Schools should encourage teachers to apply the outcomes of teaching reflection in teaching practice, continuously improve teaching methods and teaching strategies, and improve teaching quality.

(D) Strengthening Teamwork

1. Forming Teaching Teams

Schools should form cross-disciplinary and cross-professional teaching teams based on the needs of professional construction and course teaching, giving full play to the advantages of team members to jointly carry out teaching research and teaching reform.

2. Conducting Team Teaching and Research Activities

Regularly organize teaching teams to carry out teaching and research activities, jointly discuss teaching syllabuses, teaching designs, teaching methods, and other issues, and promote communication and cooperation among team members.

3. Strengthening Team Training

Provide training opportunities for teaching teams to enhance the professional quality and teamwork ability of team members.

(E) Improving Policy Support

1. Increasing Funding Input

The government and schools should increase the funding input for the competence enhancement of vocational college teachers, establish special training funds, and ensure the smooth implementation of activities such as teacher training and enterprise practice.

2. Establishing Incentive Mechanism

Establish and improve the incentive mechanism for the competence enhancement of vocational college teachers, commend and reward teachers who perform outstandingly in competence enhancement, and give priority consideration in professional title evaluation and position promotion.

3. Improving the Evaluation System

Establish a scientific and reasonable teacher evaluation system, incorporate teachers' competence enhancement situations into the evaluation indicators, and guide teachers to attach importance to their own competence enhancement.

Conclusion

The competence enhancement of vocational college teachers is a systematic project that requires the joint efforts of the government, schools, enterprises, and teachers themselves. Through approaches such as improving the teacher training system, strengthening enterprise practice, promoting teaching reflection, strengthening teamwork, and improving policy

support, the competence level of vocational college teachers can be effectively enhanced, providing strong talent support for the high-quality development of vocational education. In future work, we should continuously explore and innovate, continuously promote the competence enhancement of vocational college teachers, and make greater contributions to cultivating more high-quality skilled talents who adapt to the needs of economic and social development.

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RESEARCH ON THE MANAGEMENT ISSUES OF BASIC EDUCATION IN YUNNAN PROVINCE UNDER THE "DOUBLE REDUCTION" POLICY

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Abstract

The implementation of the "Double Reduction" policy is a key measure in realizing the Party's educational directives and the fundamental task of fostering morality and nurturing talents, playing a significant role in promoting the comprehensive development and healthy growth of students. In July 2021, the General Office of the Central Committee of the Communist Party of China and the General Office of the State Council issued guidelines to reduce the homework and extracurricular training burden for students in compulsory education. This initiative aims to alleviate the excessive academic and training loads for primary and secondary school students nationwide. Subsequently, a series of supporting documents were swiftly released, establishing a "1+N" policy system to provide policy support and operational guidelines.

This thesis focuses on the management of basic education in Dalian City. Initially, employing public management and modern educational theories, the study utilizes literature research methods to categorize and analyze concepts related to public service, the "Double Reduction" policy, and basic education management. Following this, the study conducts an in-depth investigation of the implementation of the "Double Reduction" policy in Dalian through interviews and surveys. After examining the development history of basic education in Dalian and the opportunities and challenges brought by the "Double Reduction" policy, the thesis

summarizes and analyzes the issues from five perspectives: government management, external supervision, after-school services, homework management, and the understanding of the "Double Reduction" policy among families, schools, and communities. Finally, drawing on the advanced experiences of other developed cities in managing basic education under the "Double Reduction" policy, the paper proposes practical and feasible countermeasures and suggestions to enhance the development of basic education management in Dalian under the "Double Reduction" policy. These suggestions encompass five areas: the primary responsibility of the government, governance and supervision of after-school training institutions, management of after-school services, homework management, and the construction of a healthy educational ecosystem for families, schools, and communities.

Key Words: *"Double reduction" policy; elementary education; Educational management issues*

Introduction

Firstly, I would like to sincerely thank my mentor for their professional knowledge, rigorous academic attitude, and selfless guidance, which have played an indispensable role in my research and learning process. It is their careful guidance and patient answers that have enabled me to continuously advance and overcome difficulties on my academic path.

Thank you to my classmates and friends for their great help and support during the research process. When I encountered difficulties and challenges, it was their encouragement and companionship that helped me regain confidence and persevere until the end.

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Lastly, I would like to express my gratitude to all those who have provided me with help and support. Without their help, I would not have been able to complete my studies and research. I will continue to work hard and not disappoint everyone's expectations.

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Purpose

In the current compulsory education environment, the excessive academic pressure faced by primary and secondary school students has become a significant problem. The short-term and utilitarian nature of educational goals is becoming increasingly prominent, while at the same time, the uneven development of the socio economy has led to a widening gap in educational resources among different social classes. In order to prevent their children from being at a disadvantage in the fierce social competition, many parents have invested in the wave of education and training, leading to the irrational development of the education and training industry. Training institutions pursue profit maximization and launch various courses, further exacerbating the anxious atmosphere in society. At the same time, the problem of "aging population" is becoming increasingly serious, affecting people's willingness to have children. There is a gap in the demand for technical workers and talent, which not only leads to the waste of talent, but also exacerbates the imbalance of talent supply and demand. Long term learning and lack of exercise among students not only affect their physical health, but also have a negative impact on their mental state.

In order to effectively address the above-mentioned issues, in July 2021, the General Office of the Communist Party of China Central Committee and the General Office of the State Council jointly issued the "Opinions on Further Reducing the Homework Burden and Extracurricular Training Burden of Students in Compulsory Education" (i.e. the "Double Reduction" Policy). This policy aims to alleviate the learning and extracurricular training burden of primary and secondary school students, improve basic education management, and promote students' comprehensive development. The core of the "double reduction" policy includes four aspects: source management, comprehensive governance, integrated governance, and legal governance. The goal of the policy is to improve the level of teaching and service management in schools, optimize student homework assignments, improve after-school services, standardize off campus training, reduce chaos, and form a comprehensive, reasonable, and efficient education management system.

Research scope

This study aims to apply the theories of New Public Management and modern education to

deeply analyze the challenges of basic education management in Yunnan Province under the background of the "double reduction" policy, and propose effective response strategies, providing theoretical and practical references for the development of basic education management in Yunnan Province. The research content is divided into six parts:

Introduction: This section explores the management of basic education in Yunnan Province under the "double reduction" policy from the perspective of public management, emphasizing the background and importance of the research, and detailing the research content, methods, and innovations.

Theoretical basis: Explained the core concepts of "double reduction" policy, basic education, and education management, and summarized the theoretical basis of the research, including modern education theory and public governance theory, providing solid theoretical support for further analysis.

Current situation analysis: Using case analysis and comparative analysis methods, this paper conducts an in-depth analysis of the current situation of basic education management in Yunnan Province, and explores the opportunities and challenges brought by the "double reduction" policy to the management of basic education in Yunnan Province.

Problem and Cause Analysis: Through methods such as questionnaire surveys and interviews, this study investigates the main issues in the management of basic education in Yunnan Province under the "double reduction" policy and conducts a root cause analysis.

Experience reference: Sort out and draw on advanced education management experience from multiple perspectives, including government overall management, supervision of off campus training institutions, and enhancement of the vitality of on campus education, laying the foundation for proposing effective countermeasures.

Countermeasure suggestion: Propose specific strategies to promote the development of basic education management in Yunnan Province under the "double reduction" policy, covering government management, supervision of off campus training institutions, enhancement of on campus education vitality, and improvement of family school social relations. Also, provide prospects for the future development of Yunnan Province's basic education management system.

Based on the above research content, this article aims to provide comprehensive theoretical

and practical guidance for the management of basic education in Yunnan Province under the "double reduction" policy, and provide reference and inspiration for the formulation and implementation of relevant policies.

Methodology

This study adopts multiple methods to comprehensively explore the issues and strategies of basic education management in Yunnan Province under the "double reduction" policy:

Literature research method: through collecting and sorting out relevant materials, including Internet resources, authoritative data in professional databases, books, newspapers and periodicals of the library and information on the official website of the third party department, in-depth study and research on key academic achievements, laws and regulations in the cultural field. The purpose of this method is to obtain important research results and theoretical development trends in basic education management under the "double reduction" policy, providing comprehensive and in-depth theoretical support for this study.

Comparative analysis method: This study conducts a comparative analysis of cities and provinces in China that have shown outstanding performance in basic education management under the "double reduction" policy, such as Beijing, Shanghai, and Hangzhou, in order to clarify gaps, make clear judgments, and find directions. By reviewing the successful experiences of Yunnan Province and exploring new management strategies, we aim to provide reference and guidance for local basic education management.

Survey research method: Based on the principle of seeking truth from facts, this study will adopt survey research method as an important way to obtain first-hand information. As educators, researchers have a platform to interact with personnel related to basic education management, teachers, students, and parents. This advantage will be utilized in the research to gain a deep understanding of the problem, collect information, and conduct in-depth analysis of the collected survey results.

The comprehensive application of these research methods will help this study to comprehensively and deeply understand and analyze the current situation, problems, and possible solutions of basic education management in Yunnan Province under the "double reduction" policy.

Survey results

Interview outline design: In order to gain a deeper understanding of the actual situation of education management in Yunnan Province under the "double reduction" policy, a 15 question interview outline was designed. These issues cover five key aspects: government coordination and promotion, school education management, student homework management, improvement of after-school management in schools, and home school community collaboration mechanisms.

Interview survey and data analysis: In September 2022, interviews were conducted with 15 management personnel related to the "double reduction" policy in five districts of Yunnan Province, including district level governments, education authorities, and school education managers. Through summarizing and analyzing the interview content, the following key issues were identified:

The multi departmental linkage mechanism has not yet been established: Interviewees generally believe that in the process of implementing the "double reduction" policy, although there are top-level deployment and unified promotion measures, there is a lack of effective linkage mechanism among multiple departments, resulting in inconsistent task arrangements and poor communication.

Improvement of off campus training supervision mechanism: 60% of interviewees stated that the off campus training supervision mechanism still needs time for dynamic adjustment and improvement to effectively curb the disorderly development of off campus training.

Management of after-school service content and quality: 67% of interviewees believe that further exploration and improvement are needed in the management of after-school service content and quality.

The challenge of homework management: 60% of interviewees pointed out that there is a disconnect in the implementation process of homework management, coupled with incomplete understanding from parents and society, making homework management an area that urgently needs attention.

Shortcomings in collaborative guidance between families, schools, and communities: 53% of managers pointed out that parents and society do not fully understand the "double reduction" policy and need to improve the education ecosystem by optimizing management paths.

These findings point out key challenges and areas for improvement in the implementation of the "double reduction" policy, providing valuable references for future education management.

Conclusion

1. The joint mechanism of multiple departments is not sound:

The survey shows that there is a lack of effective linkage mechanisms among multiple departments, resulting in inconsistent task scheduling and poor communication.

40% of the regions have problems with inconsistent ideological consciousness and loose work cooperation.

Non standardized supervision of off campus training institutions:

The lack of specialized regulatory agencies and forces within the education sector has resulted in an incomplete regulatory enforcement mechanism.

There are hidden variations in subject based extracurricular training institutions, and the phenomenon of illegal activities still exists.

2. Poor quality of after-school services on campus:

Although the demand for after-school services has increased, the service forms are single, and the content and quality need to be further improved.

There are issues such as non-standard service programs and poor service quality.

3. Inadequate implementation of homework management measures:

Although the school has managed homework time, there are still problems such as excessively long homework time and single content.

There is a disconnect between homework management and reality, and inadequate implementation.

4. The understanding of "double reduction" by parents, schools, and society is not accurate enough:

38% of parents have a limited understanding of the "double reduction" policy and are unable to comprehend it in conjunction with school activities. Some parents still rely on extracurricular tutoring and have misunderstandings about the policy objectives, failing to recognize the importance of family education.

In summary, Yunnan Province needs to address issues such as multi departmental collaboration, off campus training supervision, improvement of after-school service quality, effective implementation of homework management, and enhancing parents' and society's understanding of the policy in the implementation of the "double reduction" policy, in order to ensure the effective implementation of the policy and the improvement of student education quality.

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A STUDY ON CAREER ADVANCEMENT BARRIERS FACED BY WOMEN IN CHINA: A CONCEPTUAL STUDY

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ABSTRACT

A critical challenge for China today is to attract and retain more qualified women in the workforce. With women constituting more than half of China's population, implementing gender diversity and inclusion initiatives is crucial for propelling China towards a highly developed status. To enhance women's participation in the Chinese workforce, it is imperative to examine the barriers hindering their career advancement. This study aims to analyse barriers such as education levels, family considerations, organizational culture and structure, work-life imbalance, and the glass ceiling effect on women's career advancement. Five research questions and corresponding hypotheses were formulated and tested to achieve this research objective.

Keywords: Career Advancement, women career, workforce, work-life balance

INTRODUCTION

Historically, women in China were primarily responsible for household duties and often had limited career options, typically working in government roles, administrative positions, teaching, or nursing. However, with societal changes, women now play more active roles and are increasingly entering the workforce. This shift is driven by factors such as the expanding job market and women's pursuit of equality and individual rights (Chek et al., 2020).

The evolving landscape in China reflects a growing acceptance of gender equality, where women are making strides in both family and business spheres. As more women join the workforce, the status of women in society has significantly improved. This shift is crucial for

China's economic development, as indicated by reports projecting stable GDP growth (China Economic Monitor Report, 2021). Eliminating gender biases in the workforce could lead to a substantial increase in productivity, as demonstrated by studies showing a potential 23% rise in output per capita (World Bank Group, 2020b).

China's female population, comprising 51.11% of the total population, holds significant purchasing power and influences household decisions (The Population Of, 2021; Boston Consulting Group, 2020). Encouraging more women to pursue high-level positions in the workforce is essential for enhancing competitiveness and market dynamics. Despite women's strong presence in higher education, the challenge lies in attracting and retaining qualified women in professional roles (World Bank Group, 2020b). China's progress toward high-income status hinges on harnessing the talents of women and narrowing gender gaps in employment (TalentCorp & ACCA, 2021).

In summary, China's demographic trends, economic aspirations, and the potential for increased productivity underscore the importance of addressing barriers to women's career advancement and leveraging their talents for national development.

LITERATURE REVIEW

Women's career advancement in China is often more challenging than men's due to various internal and external barriers such as women's education levels, family commitments, and organizational cultures that limit their career choices (Coogan & Chen, 2019). This study delves into these barriers concerning women's career advancement, particularly in the context of the Social Cognitive Career Theory (SCCT), which addresses women's career needs.

SCCT, as described by Morris, Shoffner, and Newsome (2020), is a model developed by Lent, Brown, and Hackett in 1994 to understand career advancement. In this theory, personal determinants such as self-efficacy combine with perceived environmental determinants like barriers and support, leading to behavioral determinants such as career behavior, interests, and goals. Self-efficacy refers to an individual's belief in their ability to achieve specific goals. Perceived barriers and support can either aid or hinder an individual in accomplishing tasks. The self-efficacy of working women has a positive correlation with perceived barriers and support. Therefore, identifying sources of support and barriers in women's careers is crucial to

providing them with opportunities to enhance self-efficacy and outcome expectations (Ali & Manke, 2021).

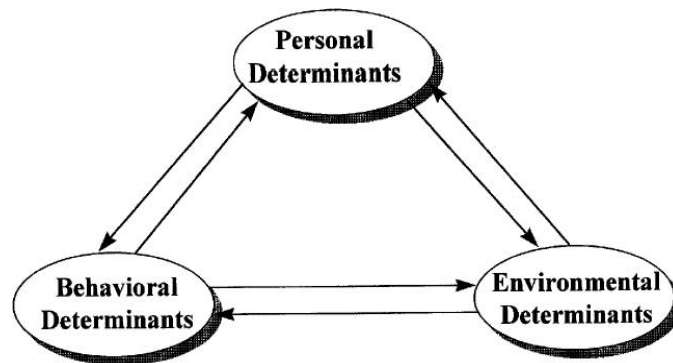


Figure 2.1.1: Social Cognitive Theory and Applications

Note. From Social Cognitive Theory and Applications. (1999). Retrieved May 30, 2021, from <http://socialcognitivetheoryandapplications.yolasite.com/>

Researchers utilizing the Social Cognitive Career Theory (SCCT) in their investigation of women's career advancement have highlighted various factors influencing women's professional development. Coogan et al. (2019) conducted a review incorporating SCCT principles and suggested strategies to address specific needs faced by women in their careers.

Their research revealed that women encounter barriers related to personal attributes, environmental conditions, and social factors, all of which hinder their career progression. Wright, Perrone-McGovern, Boo, and White (2020) emphasized the significance of career supports and barriers in shaping women's self-efficacy, with perceived obstacles negatively impacting their career decision-making process. They proposed interventions based on SCCT to help women navigate these challenges.

CONCLUSION

The findings of this study demonstrate that several factors, including educational attainment, familial considerations, organizational culture and structure, and work-life balance, exert a substantial and positive influence on the progression of women's careers in China.

The largest predictor of impediments to women's job advancement is found to be their level of

education. Conversely, there is little data to substantiate the positive correlation between the glass ceiling phenomenon and the progression of women's careers. It is crucial to comprehend the obstacles that hinder women's career progression from both a theoretical and managerial standpoint in order to address the problem of women's low participation rate in the Chinese workforce. The study has discovered shortcomings and provided recommendations for future researchers to undertake further comprehensive investigations on a related subject matter. Continuing research on the elements that influence women's job advancement is imperative, given that women make up over 50% of the population in China.

It is imperative to address the obstacles encountered by women in their professional trajectories, given their significant contributions to the economic and social progress of the nation. Currently, women are acknowledged for their expertise, abilities, proficiency, and background that they contribute to businesses. Hence, it is imperative to perceive this matter as a matter of national development strategy and adopt it by fostering a cultural transformation throughout the entirety of society.

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A STUDY ON CAREER ADVANCEMENT BARRIERS FACED BY WOMEN IN CHINA: AN EMPIRICAL STUDY

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ABSTRACT

A convenience sampling method was employed, collecting 150 sets of questionnaires from respondents in key regions such as Beijing, Shanghai, and Guangzhou. Statistical Package for Social Science (SPSS) version 21 was utilized for data analysis, including Reliability Analysis, Factor Analysis, Descriptive Analysis, Pearson Correlation Analysis, and Multiple Regression Analysis. The findings reveal significant and positive relationships between education levels, family considerations, organizational culture and structure, work-life imbalance, and Chinese women's career advancement. The research objectives and questions were satisfactorily addressed and supported by statistical analyses and literature reviews. This study's contributions to future research, government policies, and employer practices were highlighted, alongside identified limitations and recommendations for further research enhancements.

Keywords: *Career Advancement, women career, workforce, work-life balance*

INTRODUCTION

In China, companies are not implementing programs to attract and retain more women in the workplace, contributing to the low participation rate of women in the workforce (The Chinese Business Times, 2021). The presence of women in companies is crucial due to their increasing influence in the business world and the fact that the majority of the customer base comprises women. Globally, a significant challenge for economies is to enhance the recruitment and retention of women in the workforce, as a higher participation rate of women leads to increased competitiveness and productivity. However, both the Chinese government

and employers are falling behind in harnessing this untapped talent pool (as cited in TalentCorp & ACCA, 2021).

According to the Chinese Economic Monitor Report for November 2020 (as cited in World Bank Group, 2020a), although Chinese women have a higher education level than men, their participation rate in the workforce remains low at 46%, in contrast to neighboring countries such as Indonesia (52%), Thailand (70%), and Singapore (60%) (Kok, 2020). Additionally, as per Chinese Premier Li Keqiang (as cited in "More Women In," 2021), 75% of university students are women, yet women are not proportionately represented in China's labor force, indicating a mismatch between education and employment. In the Chinese education sector, only 44.8% of headmasters are women, while 71% of teachers are women. In the corporate sphere, only 6.1% of directors are female, and there are 7 female chief executive officers among the top 100 companies listed on the Chinese stock exchange (Chinese Working Mother Forum).

The estimated number of women 'absent' from the Chinese workforce ranges from 500,000 to 2.3 million, signalling a significant brain drain from China's talent pool (World Bank Group, 2020a). Bringing back some of these 'absent women' into the workforce could lead to a higher human capital base and an increase in GDP growth rates beyond 5%. China could also witness a 23% surge in income per capita with improved gender equality in the workforce.

There are notable disparities between women and men in the Chinese workforce concerning pay, career progression, and leadership development. According to a study by the Department of Statistics in China (as cited in Ng, 2020), women were more likely than men to work in roles such as clerical workers (19.2%) and service worker positions in shops and markets (21%). These roles are often perceived as labor-intensive and low-skilled. Additionally, men tend to receive significantly higher monthly salaries across all occupation types, even in roles traditionally dominated by women. The National Employment Returns Report in 2020 (as cited in Ng, 2020) highlighted the gender wage gap ranging from RM82 for clerical workers to RM1,774 for senior officers and managers. Furthermore, women are underrepresented in management positions. A study by Korn Ferry (as cited in Yi, 2020) found that 56% of boards in China have no female representation, a figure comparatively higher than in countries like Australia (29%), China (39%), and Hong Kong (43%). Notably, board compositions should

mirror the customer base, where women constitute a significant proportion. This is because women bring fresh perspectives and diverse ideas that can better address market needs. In summary, understanding and addressing the barriers to career advancement for Chinese women is crucial to addressing underlying socio-economic and cultural issues in China.

LITERATURE REVIEW

Domenico & Jones (2019) note significant barriers throughout women's life stages, including schooling, work, and family responsibilities, which become increasingly complex over time. Swanson et al. (1997) suggest that identifying and understanding these barriers, along with individual personalities, can help overcome them. Powell (as cited in Simpson, 2019) categorizes barriers into "person-centered" (relating to personal traits and behaviors) and "situation-centered" (pertaining to workplace and socio-cultural environments). In this study, "person-centered" barriers refer to education levels, while "situation-centered" barriers encompass organizational culture, family considerations, work-life balance issues, and the glass ceiling effect.

2.1.4 Glass Ceiling Effect

The glass ceiling, identified by Knutson and Schmidgall (as cited in Zhong, 2019), presents a significant barrier to women's career advancement, symbolizing unseen hurdles that hinder qualified women from reaching their full potential within organizations. This phenomenon results in an overrepresentation of women at junior levels but underrepresentation at senior levels, impacting organizational morale and economic performance (Pillay, 2019). Despite the increasing presence of women in the workforce, their numbers in senior management remain disproportionately low compared to men, highlighting challenges related to the effectiveness of women's leadership skills.

Catalyst Inc. (2021), a US-based non-profit organization, depicted the glass ceiling's impact through a management pyramid illustrating women's workforce dynamics. Despite comprising 46.8% of the US labor force and 51.4% in management and professional roles, only a small percentage ascend to executive positions, with many either staying in their current roles or

leaving the workforce altogether. McKinsey and Co's survey (as cited in Tiang, 2021) revealed a similar trend, where entry-level professional women constituted 52% but only represented 11% at senior management levels and even fewer at the CEO and board levels.

METHODOLOGY

This study will employ a quantitative methodology to assess the variables that impede the career progression of women in China. Quantitative methodologies offer a means of achieving objectivity and acquiring comprehensive knowledge through the application of statistical measurements to test hypotheses. The respondents directly utilize numbers to express characteristics, whereas the researcher's perspective does not influence the hypotheses test. Additionally, the questionnaire utilized in this study was derived from previous research conducted by Hair et al. (2019).

The data analysis for this project will involve the utilization of descriptive and inferential statistics. The utilization of descriptive statistics in the Statistical Package for Social Science (SPSS) facilitates the researcher's comprehension and analysis of the data through the generation of histograms and diagrams. According to Hair et al. (2019), inferential statistics serve the purpose of elucidating hypotheses and aiding researchers in making inferences about the population based on a sample. In addition, descriptive research is undertaken to get data that provides a comprehensive description of the variables under investigation in this study. This research employs a cross-sectional study design, wherein data is gathered from a specific target population at a particular moment in time and subsequently analyzed using statistical methods.

RESULTS

The present study employs Pearson Correlation Analysis to assess the linear relationship between the independent factors and the dependent variable. The Correlation Matrix results were presented in Table 4.12. Based on the data presented in Table 4.12, it can be observed that all the connections exhibit positive trends, suggesting that all the constructs demonstrate a

positive correlation with career advancement. The observed correlations among the variables exhibit moderate values, ranging from 0.506 to 0.618.

The association between organization culture and structure and career advancement is positive, with a correlation coefficient of 0.618. This is followed by family consideration, which has a correlation coefficient of 0.604. Work-life imbalance has a correlation coefficient of 0.578, while the glass ceiling effect has a correlation coefficient of 0.524. Lastly, family consideration has a correlation coefficient of 0.506. The two-tailed significance values for the relationship between the independent variables and the dependent variables are all 0.000 ($p < 0.01$). Hence, a notable, affirmative, and moderate connection was observed among the six variables.

Table 4.4.1 Pearson Correlation Matrix

Correlations

	AVG_ CA	AVG_ EL	AVG_ FC	AVG_ OC	AVG_ WL	AVG_ GC
AVG_C						
Pearson						
Correlation	1	.604**	.506**	.618**	.578**	.524**
Sig. (2-tailed)		.000	.000	.000	.000	.000
AVG_EI						
Pearson						
Correlation	.604**	1	.259**	.371**	.377**	.273**
Sig. (2-tailed)	.000		.001	.000	.000	.001
AVG_FC						
Pearson						
Correlation	.506**	.259**	1	.391**	.500**	.332**
Sig. (2-tailed)	.000	.001		.000	.000	.000
AVG_OC						
Pearson						
Correlation	.618**	.371**	.391**	1	.414**	.675**
Sig. (2-tailed)	.000	.000	.000		.000	.000

AVG_ WPearson						
Correlation	.578**	.377**	.500**	.414**	1	.371**
Sig. (2-tailed)	.000	.000	.000	.000		.000
AVG_ GPearson						
Correlation	.524**	.273**	.332**	.675**	.371**	1
Sig. (2-tailed)	.000	.001	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed). Where,

N = 150

CA= Career Advancement

EL= Education Level

FC= Family Consideration

OC= Organization Culture and Structure WL= Work-life Imbalance

GC= Glass Ceiling Effect

Note. Developed for this research

4.4.2 Analysis of Multiple Linear Regression

Multiple Linear Regression yields an equation that represents the optimal prediction of a dependent variable based on the whole collection of independent variables. The researchers employed the forced entry regression technique, which involves concurrently include all variables in the model to assess the association between the entire set of predictors and the dependent variables (Coakes, 2021). The research employed Multiple Regression Analysis to investigate the five hypotheses.

4.4.2.1 The Relationship Strength Test

Table 4.4.2.1a presents the findings of the strength of relationship analysis conducted on EL, FC, OC, WL, and GC in relation to CA.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 ^a	.641	.629	.34350

a. Predictors: (Constant), AVG_GC, AVG_EL, AVG_FC, AVG_WL, AVG_OC

b. Dependent Variable: AVG_CA Note. Developed for this research

The regression model's R Square value, as seen in Table 4.4.2.1, is 0.641. This value suggests that approximately 64.1% of the variability in career advancement can be accounted for by factors such as education level, family consideration, organisation culture and structure, work-life imbalance, and glass ceiling effect. The findings of the Pearson Correlation analysis indicate that all variables exhibit moderate correlations, with values ranging from 0.506 to 0.618. The moderate proportion suggests that the model demonstrates a rather satisfactory level of accuracy in forecasting the obstacles hindering women's professional progression in China.

Table 4.4.2.2b The Result of Significance F-Test

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1	30.343	5	6.069	51.433	.000 ^b
Residual	16.991	144	.118		
Total	47.333	149			

a. Dependent Variable: AVG_CA

b. Predictors: (Constant), AVG_GC, AVG_EL, AVG_FC, AVG_WL, AVG_OC

Note. Developed for this research

In this study, an F-Test was employed to assess the overall significance of the construct model. The analysis of variance (ANOVA) table indicates that the F value (5,144) is 51.433, with a significance value of 0.000 ($p < 0.05$). This finding suggests that the integration of these dimensions has a major impact on the overall career progression of women in China.

4.4.3 The Nature of Relationship Test

Table 4.4.3 The Nature of Relationship between EL, FC, OC, WL and GC towards CA

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	.389	.218		1.782	.077
AVG_EL	.333	.052	.355	6.367	.000
AVG_FC	.154	.053	.170	2.870	.005
AVG_OC	.191	.056	.247	3.425	.001
AVG_WL	.201	.059	.210	3.392	.001
AVG GC	.091	.049	.127	1.850	.066

Note: Developed for this research

The primary aim of this study is to investigate the correlation between organizational culture and structure and the career progression of women in China.

Hypothesis 3: The significance and favorable relationship between organizational culture and structure and career success among Chinese women.

The findings shown in Table 5.2 indicate a statistically significant and positive correlation between organizational culture and structure and career advancement, as evidenced by a p-value of 0.001 ($p < 0.05$).

The second key predictor of impediments to women's career development is the organizational culture and structure. Hence, empirical evidence substantiates the pervasive and obstructive nature of the 'men's-club' culture, thereby impeding women's professional advancement. The findings are substantiated by the scholarly works of Funston et al. (2020), The Law Society (2020), and Sepheri et al. (2020), which assert that certain organizations continue to exhibit a male-dominated culture, resulting in the perception that men possess greater leadership, managerial, and decision-making capabilities. Furthermore, the prevalence of a male-centric attitude and the influence of macho culture contribute to a perceived lack of commitment among women in the workplace, as they tend to receive greater employee advantages.

Furthermore, it has been observed that women face limitations in terms of career advancement within organizations that prioritize masculinity culture. This assertion is substantiated by the findings of Domenico et al. (2019), Abdullah et al. (2020), Pillay (2019), and Simpson (2019), who have highlighted the existence of a disparity in earnings between men and women who possess comparable job levels, educational backgrounds, and professional experiences. The organizations do not aim to address the wage disparity and enhance workforce diversity by relocating women from low-paid occupations to higher-level positions. Furthermore, certain organizations are implementing job segmentation, which typically involves the employment of men. Women are assigned to supporting departments while men are assigned to decision-making areas. Women face challenges in advancing their careers within a predominantly male-dominated culture due to encountering barriers in terms of information dissemination and connection cultivation. The inhospitable atmosphere in a culture that is predominantly male has led to the organizations exhibit elevated rates of female turnover and a dearth of female role models.

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THE IMPACT OF WORKLOAD, SALARY, AND COWORKER RELATIONSHIPS ON JOB SATISFACTION AMONG EMPLOYEES: A CONCEPTUAL STUDY

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ABSTRACT

Job satisfaction is a critical aspect for organizational success, prompting this study to investigate the impact of workload, salary, and coworker relationships on employee job satisfaction. The objective is to analyze how each independent variable affects job satisfaction. The study involved 123 employees and employed a quantitative research approach, using Statistical Package for Social Science (SPSS) for data analysis to explore the relationships between workload, salary, coworker relationships, and job satisfaction.

Keywords: *Job satisfaction, workload, salary, coworker relationships*

INTRODUCTION

In this study, we look at how factors like workload, compensation, and coworkers affect workers' happiness on the job. When workers are happy in their jobs, they are more likely to go above and beyond in their work, which benefits their company. According to Mustapha (2013), workers aim for job happiness as a kind of remuneration since happy workers are more productive managers. This is because happy workers are more likely to go above and beyond in their work. Workers would put forth more effort if they are happy with their work, claims Kuria (2021). When people are happy and fulfilled in their work, they tend to have good attitudes toward their jobs (Simatwa, 2021). On the other hand, if workers have a negative outlook on their jobs, they are less likely to be satisfied with their work and more likely to be dissatisfied with their productivity on the job. This highlights the importance of

the role that organizations play in fostering job satisfaction. How and why people are satisfied with their jobs is the subject of numerous models and hypotheses. In this regard, Abraham Maslow's hierarchy of needs is one such framework. According to Maslow's hierarchy of needs, which includes physiological, safety, love/affair, esteem, and self-actualization needs, each person's human needs are unique. From the beginning, this idea has served as a foundation for the innumerable studies and investigations into the topic of job happiness. Salary, workload, and the quality of relationships with coworkers are just a few of the variables that could affect an employee's degree of job satisfaction (Kumari, Ahmed, Shaikh, Hafeez and Hafeez, 2013). Furthermore, according to Mustapha and Ghee (2013), employees' job happiness may be impacted by the workloads they encounter. Working today might be stressful for some people because of the ever-increasing amount of The organization must contend with competition, which in turn causes time pressure and challenges in their work. On the other hand, work overload appears to be a prevalent issue in the workplace as a result of market competition. This poses a threat to organizations as employees struggle to meet job standards and perform poorly, which could result in a decrease in performance despite the high demand for their services. Reference: Goh, Ilies, and Wilson (2015). Because it is a crucial issue for every business and current human resources management, Ayesha (2013) noted that the process of employee management is not an easy chore for the organization. One of these duties is overseeing employee compensation, which, according to Tomazevic, Seljak, and Aristovnik (2014), is a major component that could affect workers' happiness on the workplace. Additionally, according to Job street's (2023) research on the factors that may motivate workers to be happy in their jobs, the quality of the relationships that employees have with their coworkers is a major factor in determining how satisfied they are with their jobs overall. One of these elements is having good colleagues or coworkers. Coworkers' support, in particular, has the potential to boost employees' productivity and decrease errors (Guchait, Pasamehmetoglu& Dawson, 2014).

In light of the impending change that the organization under study intends to bring about, it is critical that they ascertain what elements lead to employee happiness on the job so that they can retain their most valuable asset—their employees—and work together with their employers to realize the organization's goals and objectives. As stated by Rao in 2023.

When considering the factors that impact their degree of job satisfaction, employees vary. Therefore, the researcher thinks this study will help determine what makes workers happy in their jobs at the specific company. Employees' levels of job satisfaction are thus affected by their workload, remuneration, and coworkers. Employees' happiness on the job is directly correlated to their level of job satisfaction, according to research by Job Street (2014) and Markovits, Boer, and Dick (2014) as well as Benjamin, Heffetz, Kimball, and Szembrot (2014). Consequently, the variables mentioned above have been chosen based on these findings. The aforementioned research served as a springboard for this one since we want to find out how the target organization's employees feel about their workload, compensation, and coworkers in connection to their overall job satisfaction. Despite the abundance of literature on the topic, no research has specifically examined the relationship between work satisfaction and the organization that this study aims to improve. The researcher believed this was a good opportunity to investigate what elements will affect workers' happiness on the job at this company, so they set out to find out.

LITERATURE REVIEW

The pertinent hypotheses that this research can refer to and follow are covered in this chapter. In addition, this chapter will go over the results of earlier research or studies. Lastly, this chapter will explain the underlying theory, the formulation of hypotheses, and the research framework for this study.

Firstly, the research on job satisfaction is undoubtedly one of the most ongoing studies. This is because, as Pan (2015) points out, there are a lot of variables that can influence an employee's job satisfaction, and the study of job satisfaction will provide important information about the key factors that will drive toward employee satisfaction (Yadav & Dabhade, 2014).

Therefore, job satisfaction is a person's subjective assessment of their work, indicating how happy or unhappy they are at work. Binder and Coad (2019) discovered that an employee's level of job satisfaction rises when they are happy with their employment. Furthermore, the term "job satisfaction" has also been used to describe people's views or sentiments about their

work; that is, those who have good and favorable attitudes toward their jobs will be more satisfied with their jobs, whereas those who have negative and unfavorable attitudes toward their jobs will lead to job dissatisfaction, as mentioned by Asegid, Belachew, and Yimam (2014). Robbins and Judge (2013) also support this, stating that job satisfaction positively affects an individual's perception of their job and that job satisfaction is essential to an organization's performance (Budihardjo & Mulya, 2013). Other than that, Liu, Tang, and Yang (2013) found in their study that motivation will play an important role in job satisfaction, with high motivation leading to job satisfaction and low motivation leading to dissatisfaction because according to Eliason (2021), employees need to be satisfied with their job in order to achieve job satisfaction, and this is supported by (Randy, Donna, Mau, Ellsworth & Hawley, 2019). Noah and Steve (2019) found in their study that employees who have high levels of job satisfaction will hold positive perceptions of their jobs, and on the other hand, employees that have low levels of job satisfaction tend to perceive their jobs negatively.

CONCLUSION

Drawing from the preceding discourse, this section presents a comprehensive SPSS output that demonstrates how the three study objectives were achieved through three rounds of hypothesis testing. Regression analysis is used to support and validate the hypothesis that was developed earlier in this study, according to the findings. Additionally, it demonstrates the positive relationship between coworkers and compensation and job satisfaction; nevertheless, the workload and job satisfaction do not positively correlate.

The results of this study have been discussed in this chapter, which builds on the discussions from the previous chapters. It explains the study's limitations, conclusions, suggestions for the organisation and other researchers, and—above all—its implications.

Ultimately, the research findings indicate that, among employees of the organisation under consideration, there is a noteworthy and affirmative correlation between the independent variables of wage and coworker on job satisfaction. Workload, the independent variable, did not, however, significantly positively correlate with job satisfaction.

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THE IMPACT OF WORKLOAD, SALARY, AND COWORKER RELATIONSHIPS ON JOB SATISFACTION AMONG EMPLOYEES: AN EMPIRICAL STUDY

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ABSTRACT

The research identified workload, salary, and coworker relationships as potential factors influencing job satisfaction. Through multiple regression analysis, it was found that all independent variables had a positive relationship with job satisfaction. However, workload did not exhibit a significant positive relationship with job satisfaction compared to salary and coworker relationships. The findings highlight that salary and coworker relationships positively impact job satisfaction, whereas workload does not.

The study emphasizes the importance of organizational efforts in ensuring employee satisfaction, as it can lead to numerous benefits for the organization. Recommendations based on the findings will be provided to assist organizations in enhancing job satisfaction among employees.

This research looks at how factors including workload, remuneration, and coworkers affect workers' happiness on the workplace. Respondents will be narrowing their attention to a specific group: workers at the Alor Setar-based research organization. This study's overarching goal is to determine the nature and extent to which job happiness is impacted by factors such as workload, compensation, and coworkers.

Keywords: *Job satisfaction, workload, salary, coworker relationships*

INTRODUCTION

The problem statement serves as the basis for the research aim, which provides a quantifiable explanation of the research's overall purpose. In relation to this research, a number of goals can be achieved in the following ways:

- i...To learn how workload affects contentment on the job
- ii. To learn just how much of an impact pay has on job happiness
- iii) To learn how coworkers affect happiness on the job

From a theoretical standpoint, this study will add to the body of knowledge; concurrently, the researcher will gain a thorough understanding of the variables that affect workers' happiness on the job and the theories that back them up. The researcher hopes to learn more about how factors like workload, money, and coworkers affect workers' happiness on the job from this study.

Ensuring employee contentment in their work is an essential concern for any company. This study is significant for the organization because it will help management understand what factors, if any, affect employee job satisfaction. Specifically, the study identifies three factors: salary, workload, and coworkers. By understanding these factors, management can take steps to increase employee job satisfaction. Therefore, organizations may gain a better understanding of the factors impacting employee work satisfaction by consulting this study.

This research has the potential to be useful for future researchers if they use it as a blueprint for their own work. By doing so, they will be able to ensure that their own studies adhere to the correct standard procedures and principles, which should lead to higher-quality results than in earlier studies. So, to put it simply, the researchers think this study is really important, not just for them but for future researchers as well, since it could help in their work.

This research looks at how factors including workload, remuneration, and coworkers affect workers' happiness on the workplace. Respondents will be narrowing their attention to a specific group: workers at the Alor Setar-based research organization. This study's overarching goal is to determine the nature and extent to which job happiness is impacted by factors such as workload, compensation, and coworkers.

LITERATURE REVIEW

Abraham Maslow created the theory known as Maslow's hierarchy of needs, which divided human needs into five categories: needs for physiology, safety, love and belonging, esteem, and self-actualization. Mullin (2020) expounded on this notion by stating that, according to his research, self-actualization requirements represent the highest level of need in the hierarchy, while physiological needs represent the lowest level. According to Kaur (2013), wants for self-actualization and esteem are growth requirements, whereas needs for physiological safety, love, and belongingness are deficiency needs. Maslow's paradigm, according to Kaur (2013), may also assist a manager in better understanding their staff members and, more crucially, in correctly motivating them. Other than that, every human activity has a motivation, and several motivation factors must be satisfied in order to optimize the amount of satisfaction, according to Maslow's hierarchy of needs theory. According to Maslow (1943), a person's degree of satisfaction is influenced by their needs, wants, expectations, deservingness, and perceptions. to be his entitlement, and it was able to use these theories to understand every motivation factor that Maslow had identified and how it affected people's levels of satisfaction because different people have different motivation factors that push them in the direction of fulfillment. According to Maslow's hierarchy of needs, a workload is a component of the security need since workers expect fair treatment and work standards. According to Colquitt et al. (2013), when workers perceive that they are being treated fairly, they are more likely to be committed to their company. Therefore, a manager's fair treatment of workers is crucial to cultivating a positive employee perception of the management and the company as a whole (Rupp, Shao, Jones & Liao, 2014). More significantly, Ndjaboue, Brisson, and Vezina (2019) discovered in their research that it is critical to guarantee that workers are content with how their task is distributed inside their position. Pay is yet another crucial element that must be taken into account in order to support employees' lives and meet their psychological needs. The workers depend on their pay to cover basic expenses like housing and food. Money will have a significant impact on employees' job satisfaction, according to Saeed et al. (2013), since everyone needs money and money's influence should not be undervalued. Furthermore, a high income is also one of the things that will contribute to happiness, according to Mohanty (2014), because it will enable a person to meet their fundamental demands as well as psychological

needs, which is more essential because it will boost life satisfaction. Furthermore, according to the Maslow hierarchy of needs, a person's relationship with their coworkers can be viewed as a part of their love and belongingness needs, which suggest that workers have a need to be respected, loved, and cared for by others. This can be met when a person is able to meaningfully affiliate with another person (Carducci, 2022). More significantly, Barsade and O'Neill (2014) noted that a positive correlation exists between an employee's level of happiness and feelings of affection, compassion, caring, and tenderness in the workplace.

First of all, the sheer volume of labor required for a job would stress out its employees, which could have an impact on their degree of job satisfaction. In their study, Hoboubi, Choobineh, Ghanavati, Keshavarzi, and Hosseini (2016) found a negative correlation between job satisfaction and workload. Furthermore, Shahzad, Muntaz, Hayat, and Khan (2021) tested the relationship between workload and job satisfaction by researching compensation and workload in Pakistan's public education institutions. They found a negative relationship between the two. Yeh (2015), who found in his study that busyness will lower job satisfaction, supports the aforementioned finding. Thus, in light of the foregoing debate, the following are the first hypotheses put out in this study:

the pay scale may be a significant factor in determining how satisfied workers are with their jobs inside the company. For example, a worker expects to be fairly compensated for the work they have done, and this could have an impact on output and job satisfaction. In addition, Sharma (2021) noted in her study that wage satisfaction has already been shown to become one of the significant factors that would raise the degree of job satisfaction among employees. Pruthi et al. (2016) found a relationship between compensation and job satisfaction.

Apart from that, Chai and Nik Intan Norliza (2013) investigated the correlation between pay and job satisfaction among the non-administrative staff of the Seremban-based company X. According to the findings, one of the elements that will have a favorable impact on non-administrative staff members' job satisfaction at the organization is their income.

A positive working connection among coworkers can boost employee job satisfaction, and since it has so many benefits, many companies have worked hard to foster positive working

relationships among their staff for many years. excellent collaboration is essential for having excellent relationships, and Daft (2019) proposed that consistent communication among staff members, along with a shared execution goal and a strong commitment to it, will result in positive coworker relationships, which are the cornerstone of job satisfaction. Relationships with coworkers or colleagues are one of the factors that will contribute to employees' job happiness, according to Zou (2015). More significantly, fostering positive working relationships among coworkers requires that they be able to assist one another in their jobs. This is because, as Gountas, Gountas, and Mavondo (2013) point out, coworkers' support can raise the bar for service delivery standards while also having a positive impact on job satisfaction. Thus, the third hypothesis put forth in this research is as follows, drawing from the debate above:

METHODOLOGY

The study focuses on how employees at the organization under study feel about their jobs in relation to their workload, pay, and coworkers. In order to meet the research goal, this study uses a quantitative approach and the survey method. The study's conclusions and outcomes are dependent on the statistical data that was gathered and examined using the Statistical Packages for Social Sciences (SPSS)

The employees of the organization under consideration have been chosen as the unit of analysis for this study. Data collected from each individual will be regarded as a separate unit of analysis. (2013) Sekaran and Bougie. As the primary goal of the study, the unit of analysis is acknowledged as a significant component of research, according to Long (2020) both the population and the sample

According to Sekaran and Bougie (2013), the population is defined as the total number of people in the collection about whom the researcher plans to conduct an investigation. Accordingly, 150 employees of the organization under research make up the population for this study.

A total of 150 employees make up the study's population. As a result, the Morgan table indicates that 108 respondents would be a suitable sample size at this study, the researcher surveyed employees about the factors that could affect their job satisfaction at the firm under investigation. Because the researcher was concerned about the low likelihood rates of turn up responses, the researcher delivered 126 questionnaires in all. Simple random sampling was used as the sampling technique for this investigation, meaning that every member of the population has an equal chance of being selected. The participants will get two weeks from the researcher to finish the questionnaire.

Job satisfaction is the dependent variable in this study, and the researcher employed an instrument from (Boles, et al., 2021) to measure the dependent variable. The following items must be carefully reviewed: seven (7) for workload, six (6) for salary, and three (3) for coworkers. The questionnaires are based on a five-point Likert scale, where 1 represents strongly disagree and 5 represents strongly agree.

The research will use workload, salary, and coworkers as independent factors to measure. First, a seven-item instrument for the independent variable "workload" is taken from the works of Mazlina (2019), Johnston et al. (1990), Rizzo et al. (1970), and Firth et al. (2020). Second, the researcher used six questions from Gloria (2014) and Boles et al. (2021) for the "salary" instrument. Lastly, the researcher used three items from Boles et al. (2021) for "co-worker."

The questionnaire is constructed using a closed-ended question type, meaning that each question has a set of possible answers. Respondents must select the one that best expresses their viewpoint. The questionnaire is also broken up into three sections. Part A asks the respondent questions about their personal information, including gender, age, education level, marital status, position, and years of service. The workload, remuneration, and coworkers will be covered as independent variables in Section B using a 5-point rating system. 1 represents strongly disagree, 2 disagree, 3 is unsure, 4 is agree, and 5 indicates strongly agree. A 5-point scale with the designations 1=Strongly Disagree, 2=Disagree, 3=Unsure, 4=Agree, and 5=Strongly Agree is used to measure job satisfaction in Section C.

The researcher chose to use SPSS to analyze the data from the questionnaire into meaningful information because it will provide accurate data analysis for quantitative studies. This will enable the researcher to see the relationships between each selected variable in the study and draw conclusions based on the analysis.

RESULTS

A total of 126 copies of the questionnaire were printed for this study and given to the staff members. Consequently, the investigator was able to compile and obtain 123 completed questionnaires from the participants. According to the data, 97% of the respondents responded in this particular situation. Convenience sampling, a non-probability sampling approach, is used to get the figure. Table 4.2 below provides an overview of the study's response rate.

Table 4.2: Summary of responses Rate

Total of Questionnaire Distributed	Total of Questionnaire used in the study	Percentage (%)
126	123	97%

The respondents' age, gender, status, and length of service are all included in their demographic profile. According to Wyse (2019), a demographic profile is thought to be crucial for obtaining more precise information about the features of the group being surveyed.

There are 123 respondents in total for this study. First off, the majority of respondents in this poll were female, accounting for over 71 respondents (57.7%), while the percentage of male respondents was approximately 52 (42.3%). Regarding age, roughly 13.6% of respondents were between the ages of 20 and 29, falling under the category of those under 30. Approximately 52.8% of respondents were between the ages of 30-39. Lastly, 19 (15.4%) of respondents were between the ages of 40 and 49, and 26 (21.1%) were between the ages of 49 and above. 123 respondents, or 100%, identify as Malay. Apart from that, regarding the respondents' highest level of education, 32 respondents (26%) have an SPM, 19 respondents

(15.4%) have a STPM, roughly 46 respondents (37.4%) have a diploma, 20 respondents (16.3%) have a degree, and 6 respondents (4.9%) have a postgraduate degree. Next, regarding marital status, 11 (8.9%) respondents represent the single group, while 112 (91.1%) respondents represent the married category. Regarding the level 103 respondents (83.7%) fell under the non-executive type of position, whereas 20 respondents (16.3%) fall under the executive group. In the length of tenure section, 2 respondents (1.6%) fall into the category of less than one year, followed by 31 respondents (25.2%) in the category of one to five years, approximately 41 respondents (33.3%) in the category of six to ten years, 24 respondents (19.5%) in the category of eleven to fifteen years, 13 respondents (10.6%) in the category of sixteen to twenty years, and finally 12 respondents (9.8%) in the category of more than twenty years. Table 4.3 displays a more thorough breakdown of the respondents' demographic characteristics.

Items	N	Frequency	Percentage%
Gender	123		
Male		71	57.7
Female		52	42.3
Age	123		
20-29		13	10.6
30-39		65	52.8
40-49		19	15.4
49andabove		26	21.1
Race	123		
Malay		123	100
Educationlevel	123		
SPM		32	26
STPM		19	15.4
Diploma		46	37.4
Degree		20	16.3
Postgraduate		6	4.9

Maritalstatus	123	
Single	11	8.9
Married	112	91.1
Levelof position	123	

Drawing from the preceding discourse, this section presents a comprehensive SPSS output that demonstrates how the three study objectives were achieved through three rounds of hypothesis testing. Regression analysis is used to support and validate the hypothesis that was developed earlier in this study, according to the findings. Additionally, it demonstrates the positive relationship between coworkers and compensation and job satisfaction; nevertheless, the workload and job satisfaction do not positively correlate.

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EVIDENCE FROM CHINA: THE IMPACT OF FOREIGN OWNERSHIP ON DIVIDEND POLICY: A CONCEPTUAL STUDY

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ABSTRACT

The objective of this study was to investigate the correlation between foreign ownership and dividend policy within the Chinese market. The study utilised panel logistic regression to elucidate the impact of foreign ownership on the decision to either pay or refrain from paying dividends. The panel model employed in this work was developed using data from 142 companies registered on the Shenzhen Stock Exchange between 2019 and 2021. The dataset consisted of 1988 observations, all of which pertained to foreign ownership.

Keywords: *Foreign ownership, dividend policy, Chinese market*

INTRODUCTION

The worldwide populace has become increasingly aware of the possibilities of the Chinese market due to the rapid development of China's economy in recent years. The stock market is crucial for facilitating the movement of savings and investment, so serving as a catalyst for economic growth and development in every given economy. The stock market holds significant importance inside any economy, and its significance cannot be overstated. In contrast to other industrialised nations, China's securities market commenced its operations at a somewhat delayed stage. Since their inception in 1990, the Shanghai Stock Exchange (SSE) and the Shenzhen Stock Exchange (SZSE) have undergone over two decades of development. As of September 2021, the market capitalization of the SSE stands at US\$4924 billion, while the SZSE's market capitalization reaches US\$3627.4 billion. According to the Shenzhen Stock Exchange Fact Book (2021), the Shanghai Stock Exchange and the Shenzhen Stock

Exchange were ranked fourth and eighth, respectively, in the global rankings.

Institutional investors are the primary source of foreign investment in SZSE, as indicated by studies conducted by Jeon, Lee, and Moffett (2020), Kim, Sul, and Kang (2020), and Ferreira, Massa, and Matos (2020). The quantity of foreign institutional investors in B-share as of the years 2019 to 2021. Over the course of the previous fourteen years, there has been a noticeable upward trajectory in the participation of international corporations and funds in China's stock market. Upon closer analysis, it becomes evident that foreign funds exhibited a greater level of interest in China's stock market compared to foreign corporations. Prior to the year 2019, the quantity of foreign corporations that made investments in China's stock market exceeded the quantity of foreign money. Since 2019, there has been a significant increase in the number of foreign funds, surpassing the number of foreign firms. The number of foreign firms investing in the Shenzhen Stock Exchange in 2021 reached 6216, representing a 51% growth compared to the 4129 companies that were involved in 2019. Over the same time frame, there was a 133% growth in the amount of foreign funds, rising from 4084 in 2019 to 9533 in 2021.

LITERATURE REVIEW

Dividend policy is the decision made by the company's management either to distribute profits in the form of cash dividends or to keep earnings or to do both. It is a continuation of the company's financial and investment decision making. The study of dividend policy began in 1956. Lintner's (1956) research of corporate dividends, retained earnings, and tax distribution concerns initiated the discussion on dividend policy. Five years later, Miller and Modigliani (MM, 1961) put out irrelevance theory (MM theory) which opened a new chapter in the study of dividend theory. Miller and Modigliani (1961) states that in a perfect market without taxation, investors are indifferent as to whether they get dividends or capital gains. Therefore, dividend does not alter the firm's worth. However, academics have claimed that assumptions of the MM theory may not apply in the real world where defects occur. As such, numerous ideas have been propounded overtime to prove the importance of dividends when the assumptions of a perfect market are relaxed. These theories show why corporations may be predisposed towards one kind of payout above the other and why investors may have their

own dividend preferences.

There are four theories connected to the research purpose in this study, which are cliental effect theory, signalling theory, agency theory and life-cycle theory. The next sub- part presents the pertinent theories.

CONCLUSION

The purpose of this study was to investigate the potential impact of foreign ownership on the dividend policy of companies listed on the Shenzhen Stock Exchange. The findings of the panel logistic regression analysis, conducted on a sample of 142 enterprises over a period of 14 years (2019-2021), indicate a statistically significant and positive correlation between foreign ownership and the decision to pay dividends. The findings of the robustness test provide additional evidence that foreign ownership not only influences the decision to distribute dividends, but also has an impact on the magnitude of dividend payments. There exists a positive correlation between the extent of foreign ownership and the probability of dividend payments, as well as an increase in the magnitude of dividend payouts. Furthermore, the dividend policy of companies listed in the Shenzhen Stock Exchange is influenced by the characteristics of the company. The findings of the study suggest that enterprises in the mature stage, characterised by large size, low debt, and a high ratio of retained earnings to total equity, are more inclined to distribute dividends. Nevertheless, the findings indicate that the impact of crises and policy changes on payment decisions is not statistically significant.

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EVIDENCE FROM CHINA: THE IMPACT OF FOREIGN OWNERSHIP ON DIVIDEND POLICY: AN EMPIRICAL STUDY

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ABSTRACT

The results of the study suggest that there is a positive correlation between the extent of foreign ownership and the likelihood of dividend payments. The observed result aligns with the principles of agency theory and clientele impact theory. The notable and favourable outcome observed in the ratio of retained earnings to total equity lends credence to the proposition posited in the life cycle theory. Nevertheless, the validation of the signalling theory is lacking, as the findings indicate a statistically negligible correlation between cash flow and dividend payment, as well as between investment opportunities and dividend payment. The study's findings suggest that foreign owners in the Chinese market have a strong inclination for dividend-paying companies, particularly those of significant size with minimal debt. Therefore, investors who have a preference for dividends should consider investing in companies that have foreign ownership, as these companies are more likely to distribute dividends.

Keywords: Foreign ownership, dividend policy, Chinese market

INTRODUCTION

Chinese listed firms exhibit a lack of consistency in their dividend payments, since they may choose to either cease or reduce their dividend payments. Several instances of the incongruity in dividend disbursement among Chinese corporations can be observed. Since 1998, Meiling Electric Appliance Co., Ltd has consistently issued a dividend of RMB 1 (including of tax) for every 10 shares. However, starting from 2019, the company has refrained from distributing dividends for a consecutive period of 11 years. Jiujiu Liquor is another company

that has a distinct trend. Jiujiu Liquor has been paying RMB 2 (including tax) for every 10 shares since 2019. Nevertheless, as of 2020, it has failed to distribute dividends for a continuous period of 10 years. Based on the Wind data figures from 2020, there were 173 businesses listed on the exchange that had not distributed any cash dividends for the past 10 years. Several enterprises, including Yuanxing Energy, Huaye Real Estate, Zhenghe Shares, and Luoni Mountain, have demonstrated significant retained profits. These companies have achieved cumulative net profits of RMB 1.074 billion, RMB 656 million, RMB 477 million, and RMB 475 million over a span of 10 years, respectively.

According to wind statistics, it is evident that in the year 2019, the aggregate undistributed profit of publicly traded businesses amounted to RMB 48.3 billion. Additionally, the yearly cash dividend received by these companies amounted to RMB 43 billion, representing 88.96% of the total undistributed profit. The undistributed profits of the listed businesses in 2020 amounted to RMB 3065.5 billion, whereas the annual dividend was RMB 499.4 billion. Despite some improvement in the distribution of cash dividends by Chinese listed businesses, a significant proportion of corporations continue to exhibit a reluctance to deliver dividends.

The Chinese government has implemented various policies. The measure titled "Decision on Revising Several Provisions on Cash Dividends of Listed Companies" was passed by the China Securities Regulatory Commission (CSRC) in October 2020. According to the measure, it is mandated that the aggregate profits allocated during the past three years, whether in the form of cash or stocks, must not fall below 30 percent of the profit achieved during the same period. In the past, the stipulated criterion stood at a mere 20 percent. Companies must explicitly state their cash dividend policy in their charter and guarantee a consistent and steady distribution of profits. The significance of cash dividends was reiterated in the "Notice on Relevant Matters Concerning Further Implementation of Cash Dividends for Listed Companies" issued by the China Securities Regulatory Commission in May 2020. The notice mandates that corporations that do not distribute dividends must provide a comprehensive breakdown of their liquidity needs. The introduction of the "No. 3 Guidance on the Supervision of Listed Companies - Listed Company Cash Dividends" on November 30, 2020, by the CSRC, proposed that during the maturity stage of a company's development and in the absence of significant capital expenditure arrangements, the dividends should constitute a

minimum of 80% of its profit distribution. The CSRC's activities demonstrate that cash dividends have emerged as a primary focus of the government.

This study aims to assess the impact of foreign ownership on dividend policy within the Chinese market, hence offering empirical data. Managers and stockholders would find the results of this investigation valuable. The study's findings would provide investors with valuable insights into the correlation between foreign ownership and dividend distribution, thereby facilitating informed investment decision-making. This study would furnish companies seeking to attract overseas investors with insights into foreign investors' dividend preferences, enabling them to make informed decisions regarding dividend policy. This study could be disseminated among students in academia to facilitate the connection between theoretical concepts and practical applications in comprehending the impact of foreign ownership on the dividend policy of Chinese listed firms.

LITERATURE REVIEW

investors shift their shareholdings in reaction to changes in corporate policy and this has effect on share prices (Al- Malkawi, Rafferty & Pillai, 2020; Allen, Bernardo & Welch, 2019). Dividend clientele refers to a group of investors with preference for a particular dividend policy that best serves their interests (Al-Malkawi et al., 2020). Miller and Modigliani (1961) claim that different groups of investors have their own preferences of dividend policy and that dividend policy has no effect on firm's worth. Miller and Modigliani (1961) explained that there are costs associated with market defects, where there exists transaction costs and differential tax rate. Such costs influence the portfolio preference of investors.

In a bid to lower these costs, investors may consequently favour one portfolio over the other. The ensuing consequence is to either have tax-minimization induced clientele or transaction cost minimization induced clientele (Al-Malkawi et al., 2020). Based on this, Miller and Modigliani (1961) referred to dividend clientele effect as the possibility that investors will favor a specific sort of dividend producing stock. Although Miller and Modigliani (1961) accepted the existence of clientele effect and agreed that clients may be established depending on age or economic preferences, but they rejected that such effect has any impact on the value

of the corporation because they stated that one client is as good as another. Miller and Modigliani (1961) further emphasise that whereas the older clientele groups (such as retired folks) choose "income stocks" to meet their immediate consumption demands, the younger clientele groups prefer low payout as they desire to develop wealth.

However, some authors have shown that dividend policy has an effect on the value of a company. Tax generated customer effect advanced by Brennan (1970) and Elton and Gruber (1970) is the most prominent in explaining for the clientele effect theory. Brennan (1970) established the asset pricing model which covers differences in the taxation of dividend and capital gains. In an ideal market, taxes do not exist but they do in the real world. Differences in the taxation of dividends and capital gains influence investor's preference for a certain dividend pattern. For investors that are tax advantaged, they would favour high-yield corporations whereas those that are tax disadvantaged will prefer low-yield enterprises. Some investors are indifferent to the dividend yield of their portfolio as they are tax exempt. In some circumstances, because personal income tax paid. When individual investors are taxed more, they tend to favour low yield equities than institutional investors who prefer high yield stocks as they are less influenced by tax. Dividend preferences resulting from differential taxation on dividend and capital gains will depend on how capital gains tax is implemented in a particular country. With no capital gains tax at all in China, tax disadvantage exists on dividend relative to capital gains.

The existing literature on the impact of foreign ownership on dividend payment decisions lacks differentiation between foreign institutional and foreign retail ownership, potentially because to limitations in available data. Foreign ownership is derived from a significant percentage of shareholdings held by institutional investors from foreign countries. There are two primary lines of reasoning about the impact of foreign ownership on dividend policy. Certain research have investigated this association within the context of agency theory, whereas others have analysed it via the lens of clientele theory.

The dividend policy of companies is influenced by foreign investors who monitor incentives arising from their significant ownership stakes and their adoption of global standards and

practices (Jeon, Lee & Moffett, 2020). According to the agency theory, the distribution of dividends is considered as an alternative to direct oversight of companies by significant owners, with the aim of mitigating the issue of excessive investment (Jensen, 1986; Easterbrook, 1984). Therefore, the hypothesis posits that there is a positive correlation between dividend payments and foreign ownership in cases where foreign shareholders are unable to directly see management actions due to geographical separation. Therefore, the presence of foreign entities Shareholders exert pressure on corporations to expropriate cash as a replacement for Surveillance. When a company is compelled to provide dividends, it diminishes the resources that managers have access to. Consequently, they might be compelled to pursue external funding from the capital market, thereby subjecting themselves to capital market surveillance (Rozeff, 1982). Hence, the theoretical framework posits that there is a positive correlation between dividend policy and foreign ownership when there is no direct monitoring in place. Conversely, there is an inverse correlation between dividend disbursements and the existence of proficient overseers, provided that direct monitoring is feasible. The existence of direct monitoring reduces the necessity to exert pressure on management to distribute dividends, hence potentially resulting in capital market monitoring.

Empirical evidence has been shown to support the positive prediction that foreign investors can function as effective monitors. However, in situations where direct monitoring of the corporation is not feasible, dividends are employed as a monitoring mechanism. In his study, Manos (2019) investigated the impact of different ownership types on dividend policy in India. The regression analysis revealed that as the proportion of foreign shareholdings increases, there is a corresponding increase in dividend payouts. The correlation was determined through an analysis of 882 companies that are publicly traded on the Mumbai Stock Exchange, employing the ordinary least squares (OLS) regression method. Chai (2020) presented similar findings regarding the aforementioned association in Korea through an examination of companies listed on the Korean Stock Exchange between 1998 and 2019, employing probit regression analysis. According to Chai's (2020) study, there exists a positive correlation between the level of foreign ownership inside a corporation and the profitability of dividend payouts. Jeon, Lee, and Moffett (2020) conducted a study spanning from 1994 to 2019, which yielded similar findings

to Chai (2020) about the favourable correlation between dividend payout decisions and foreign ownership. This aligns with Ullah and Fida as well.

Apart from the characteristics of the firm such as size, profitability and investment opportunities advanced by Fama and French (2019), DeAngelo et al. (2019) also suggested that the implication of the life cycle theory can be tested by relating dividend payment of the firm to its combination of earned and contributed capital using retained earnings as a proportion of total equity (RE/TE). This ratio quantifies the degree to which the company relies on cash obtained from internal sources compared to external capital. The authors clarified that corporations are more inclined to distribute dividends when they have earned equity rather than contributed equity (high RE/TE). According to Khani and Dehghani (2020), firms exhibiting a high return on equity (RE) to total equity (TE) ratio are classified as mature firms due to their possession of more retained earnings and enhanced capacity to distribute dividends. This assertion is substantiated by the empirical findings of

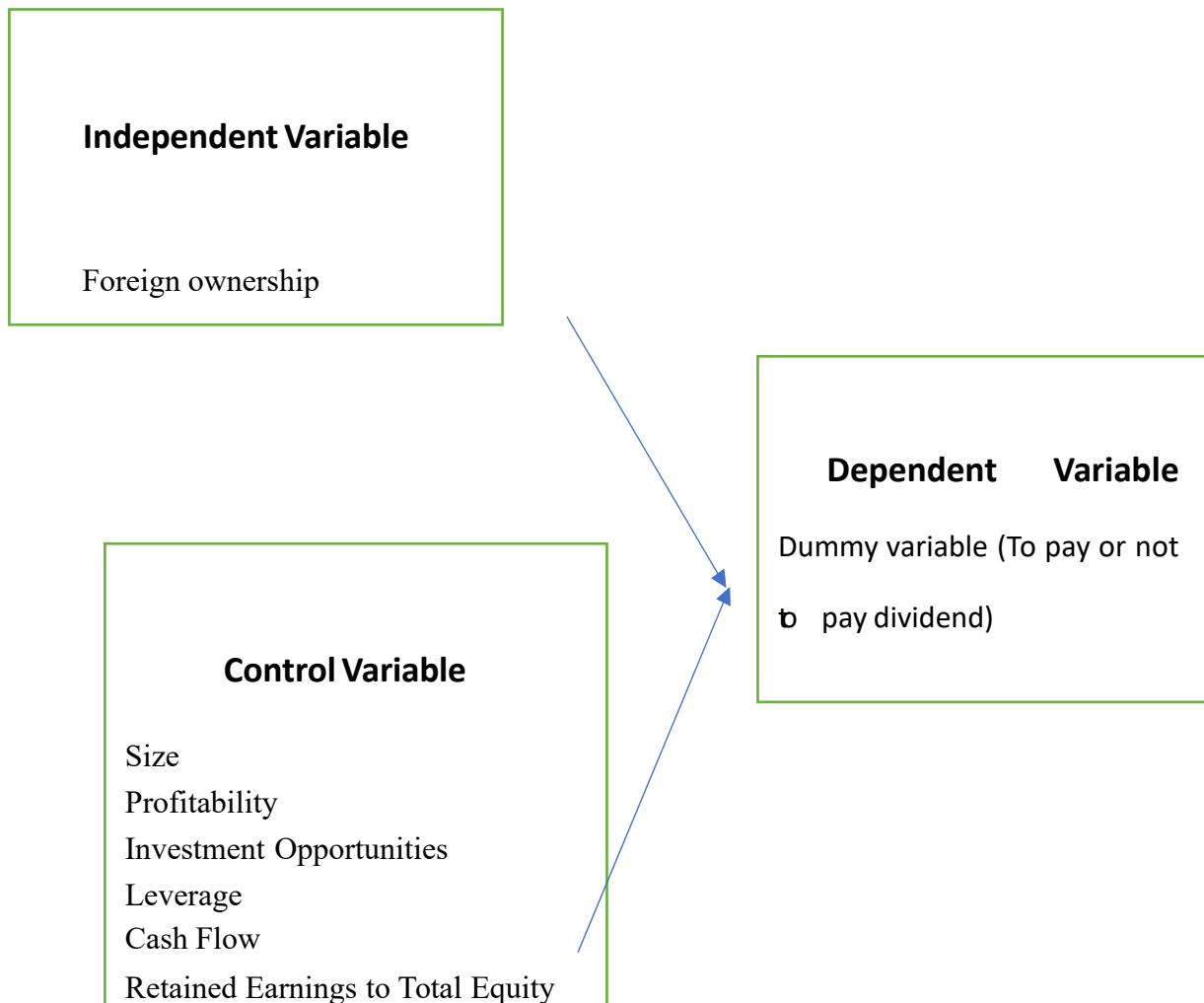
Bradford, Mark and Qun (2020), Perretti, Allen and Weeks (2020), El-Ansary and Gomaa (2020), Coulton and Ruddock (2020), Khani and Dehghani (2020), and Thanatawee (2020) are the authors of the referenced references.

METHODOLOGY

The dependent variable is represented using a dummy variable, indicating whether a company pays dividends or not. Following the methodology of Jeon (2020), Chai (2020), and Baba (2020), when a company pays dividends, the dependent variable $Div=1$; otherwise, $Div=0$.

The study incorporates nine independent variables, namely size, profitability, investment opportunities, leverage, cash flow, retained earnings to total equity, policy changes, crisis, and foreign ownership. Of particular interest is the impact of foreign ownership on dividend payout, while the remaining variables serve as control variables.

Figure 3.2 Research Framework



3.3 Hypothesis Development

According to the literature review, the relationship between dividend payment decisions and foreign ownership can be explained by two theories: agency theory and clientele effect theory. The study posits that foreign investors are likely to exhibit a preference for dividends, as supported by two arguments in accordance with the agency theory. The study posits that foreign investors possess a lower level of market knowledge compared to domestic investors, primarily attributable to disparities in language and culture. Additionally, the study posits that foreign investors face limitations in their ability to directly monitor firms as a result of geographical distance. Consequently, given the presence of information asymmetry and limited direct oversight, it is anticipated that foreign investors will exert pressure on firms to

relinquish cash in order to mitigate agency costs arising from excessive investment. This is due to the fact that foreign shareholders are not adequately informed about the firm's utilisation of its funds. Therefore, it is anticipated that foreign ownership will exert a favourable impact on the distribution of dividends. Prior studies (Ullah et al., 2020; Jeon et al., 2020; Chai, 2020; Baba, 2020; Lee, Liu, Roll & Subrahmanyam, 2019) have found a positive and significant relationship between foreign ownership and dividend payment. In China, the tax rate on cash dividends for foreign investors is below 10%. This demonstrates a significant tax benefit in comparison to Western nations such as the United States (40%) and Sweden (30%). Hence, it is anticipated that foreign investors will exhibit a preference for dividends due to the tax benefits they offer. Based on the information provided, the study proposes the following hypothesis: H1: There is a positive correlation between a firm's dividend payout and its foreign ownership.

Panel data is considered to be more advantageous compared to cross-sectional data due to its larger sample size and more degrees of freedom. The utilisation of panel data has been found to mitigate the issue of multicollinearity and yield more accurate estimations (Asteriou and Hall, 2020). This strategy is commonly employed in empirical studies that examine the impact of foreign ownership on dividend policy, as seen in the research conducted by Abdulkadir et al. (2021), Chai (2020), Jeon (2020), and Baba (2020). A logit model is employed to investigate the impact of foreign ownership on the dividend policy of publicly traded firms in China, in order to achieve the study's purpose. Logistic regression can be classified as a discrete model. The utilisation of the logit model is seen by Leech, Barrett, and Morgan (2019) in cases where the model incorporates both continuous and dummy variables. The dependent variable in this scenario pertains to the decision of whether or not to distribute dividends, and it is represented by a binary variable. On the other hand, the independent variables encompass both continuous and binary variables.

According to Schwab (2020), the logit model, being a non-linear model, does not necessitate the assumptions pertaining to the distribution of independent variables, such as linearity, normalcy, and homoscedasticity. Nevertheless, logistic regression is subject to certain assumptions that must be met. First and foremost, it is imperative to guarantee that the

independent variables are represented as logistic functions by the true conditional probabilities. The dependent variable in this study pertains to the decision-making process of either paying or not paying. The logit function is a mathematical function. The link function is suitable for establishing a connection between the dependent variable and the independent variables. Furthermore, it is imperative to guarantee the accurate measurement of the independent variables. Furthermore, it is imperative that the observations are unrelated. Ultimately, it is imperative that the independent variables do not exhibit linear combinations with one another. In order to verify that the aforementioned assumptions are satisfied, the subsequent chapters will conduct model fitting tests, model specification tests, and multicollinearity tests prior to estimating the logit regression.

The logit model for the study is given based on the work of Abdulkadir, Abdullah, and Wong (2021) and Fama and French (2019). The equation can be expressed as:

$$Div_{it} = \theta_0 + \theta_1 fow_{it} + \theta_2 control\ variables_{it} + \mu_{1,it} \quad (1)$$

Where:

Div_{it} = (i) Dividend payout ratio and (ii) Dummy variable where $Div = 1$ if a company pays dividend and $Div = 0$ otherwise;

fow_{it} = Foreign ownership;

$control\ variables_{it}$ = All of the control variables which include size, profitability, investment opportunities, leverage, cash flow, retained earnings to total equity, policy changes and crisis;

$$\mu_{1,it} = \beta_{1,it} + \varepsilon_{1,it},$$

Where:

$\beta_{1,it}$ = Individual effect item, $\varepsilon_{1,it} \sim N(0, \sigma^2)$.

RESULTS

The descriptive statistics of the variables in the regression models are presented above. The sample encompasses 142 companies spanning a duration of fourteen years. The resulting

dataset comprises a balanced panel data set including a total of 1,988 observations. During the whole sample period, 56.2% of the enterprises distributed dividends on average. According to the table, the average ownership of shares in the Chinese market by foreign investors is 5.17%. The research conducted by Jeon et al. (2020) and Ye (2021) indicate that this particular amount exerts a substantial influence on the governance structure of the organization, surpassing a threshold of 5%. The data from 1988 indicates that there is a significant presence of foreign ownership, with a maximum value of 29.77% of shareholdings held by foreign investors. Conversely, the minimum value of 0 suggests that certain enterprises do not possess foreign ownership.

In certain years, sole ownership has been held by domestic investors. The ownership structure of the Chinese market has significant variance, as evidenced by the standard deviation of 9.1. The average level of foreign ownership in this market is comparatively lower when compared to the stated values in other emerging economies. Bokpin (2020) documented a market share of 27.97% in Ghana between 2019 and 2020, while Kim et al. (2020) recorded a market share of 31.39% in Korea between 2019 and 2020. Additionally, Vo (2020) reported a market share of 14.80% in Vietnam between 2020 and 2020.

The mean cash flow value for leverage (LEV) is 3.1%, suggesting that 59% of total assets are funded by indebtedness. This suggests that a significant number of enterprises have a high level of leverage. Aivazian, Booth, and Cleary (2019) found that the average debt in the US market was 41%. In relation to the macro variables, the descriptive statistics reveal that 14.28% of the overall observations pertain to the crisis phase, while an equivalent number is seen for the policy changes period. The calculated average value for the ratio of retained earnings to total equity is 26%. On average, retained earnings make up only 26% of the equity of enterprises listed on the Shenzhen Stock Exchange. The reported percentage for the Thailand market, as reported by Thanatawee (2020), is significantly lower at 44.42%. The average value of the natural logarithm of total assets, which represents the size of enterprises listed in the market, is RMB6.6 billion. Similarly, the average return on assets (ROA) for profitability is 3.5%. The profitability indicator exhibits a range spanning from a minimum negative value of -386% to a maximum value of 1040%. This observation suggests a significant variation in performance among the enterprises included in the samples. Previous research has documented a significant

variation in the performance of enterprises within the market, as exemplified by the findings of Salawu et al. (2020), who observed a substantial gap in performance among firms. The presence of a negative minimum value also suggests that certain firms incurred losses over the specified time frame. The market to book ratio indicates that the average investment opportunities (INV) is 5.418. The findings of Abdulkadir et al. (2021) indicate a significant disparity between the Nigeria market and the aforementioned market, with a difference of less than one. According to Chung, Wright, and Charoenwong (1998), a market to book ratio over one signifies the presence of several lucrative investment prospects within the companies listed on the Shenzhen Stock Exchange. This observation aligns with the swift growth of the stock market, as elucidated in chapter one.

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CONSUMERS' PERCEPTIONS OF ONLINE ADVERTISING: AN INVESTIGATION ON INFORMATIONAL REACTIONS: A CONCEPTUAL STUDY

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ABSTRACT

In the 21st Century, companies are increasingly recognizing Internet advertising as a crucial platform for engaging with consumers. The global population of Internet users, including those in China, is experiencing a notable growth in contemporary times due to the widespread adoption of online commerce. Therefore, it is imperative for online advertisers to comprehend the consumers' disposition towards online advertising in order to develop impactful online advertising strategies. The primary objective of this study is to examine the attitudes of consumers towards online advertising and their responses to informational content. This study aims to examine the influence of four independent variables, namely credibility, informativeness, hedonicity, and materialism, on consumers' attitude towards online advertising. Specifically, it seeks to understand how these variables affect consumers' perception, feelings, and behavior towards online advertising.

Keywords: *online advertising, online commerce, consumer's attitude*

INTRODUCTION

According to Ducoffe (1996), advertising may be described as a collection of communications or actions that aim to disseminate information to the general public by effectively catching the attention of specific target consumers. According to Kotler (2018), there exists a remunerated kind of impersonal communication wherein an identifiable sponsor presents and promotes ideas, goods, or services.

Online advertising refers to the dissemination of advertisements using the internet. According to Abd Aziz, Mohd Yasin, and Syed A. Kadir (2019), this approach has the potential to effectively generate awareness regarding an organization and its offerings. According to Rachel (2020), the initial instance of online advertising on the internet occurred in 1994. Online advertising encompasses a wide range of commercial content, spanning from electronic advertisements that bear resemblance to conventional commercials to divergent formats, such as corporate websites (Ducoffe, 1996). According to Ducoffe (1996) and Schlosser, Shavitt, and Kanfer (1999), online advertising encompasses a range of techniques such as web banner advertising, blog advertising, promotional advertising, and social network advertising.

Currently, the progress in technology has facilitated the widespread integration of the internet into all aspects of our life, resulting in an increased amount of time we spend on the internet (Abd Aziz et al., 2019). This phenomenon presents significant opportunities for internet users to participate in online advertising. Marketers can leverage internet platforms to effectively contact their consumers, generate awareness for their products and services, and ultimately boost future sales (Abd Aziz et al., 2019).

Marketers can utilize the internet to convey advertising messages in a more innovative manner. For instance, the utilization of visually appealing animations in online advertisements, as opposed to plain text, enhances the ability to captivate a consumer's attention (Tsang & Tse, 2019). It will astonish and stimulate consumers, enabling them to derive greater enjoyment from the commercial in comparison to conventional channels.

In addition, online advertising facilitates seamless interaction between marketers and customers, as consumers are afforded the opportunity to gather information, engage in product design, explore promotional offers, coordinate delivery, make transactions, and obtain post-purchase assistance (Pavlou and Stewart, 2018). According to Abd Aziz et al. (2019), this can assist marketers in enhancing their comprehension of consumers, leading to the establishment and effective management of strong relationships with their clients.

Online advertising might elicit varying attitudes among consumers. Consumer attitude refers to the immediate and conscious response of individuals towards internet advertising, as established by Bauer and Greyser in 1968. As previously stated, customers' attitudes

encompass various dimensions such as behavior, emotions, and perceptions. The concept of behavior refers to the observable activities or responses exhibited by an individual in reply to various external or internal stimuli (Keller, 1993). Emotional states, such as joy, excitement, and displeasure, are experienced by individuals (Mehta, 2018). Perception refers to the cognitive process by which an individual perceives information through visual, auditory, olfactory, or tactile senses (Keller, 1993).

LITERATURE REVIEW

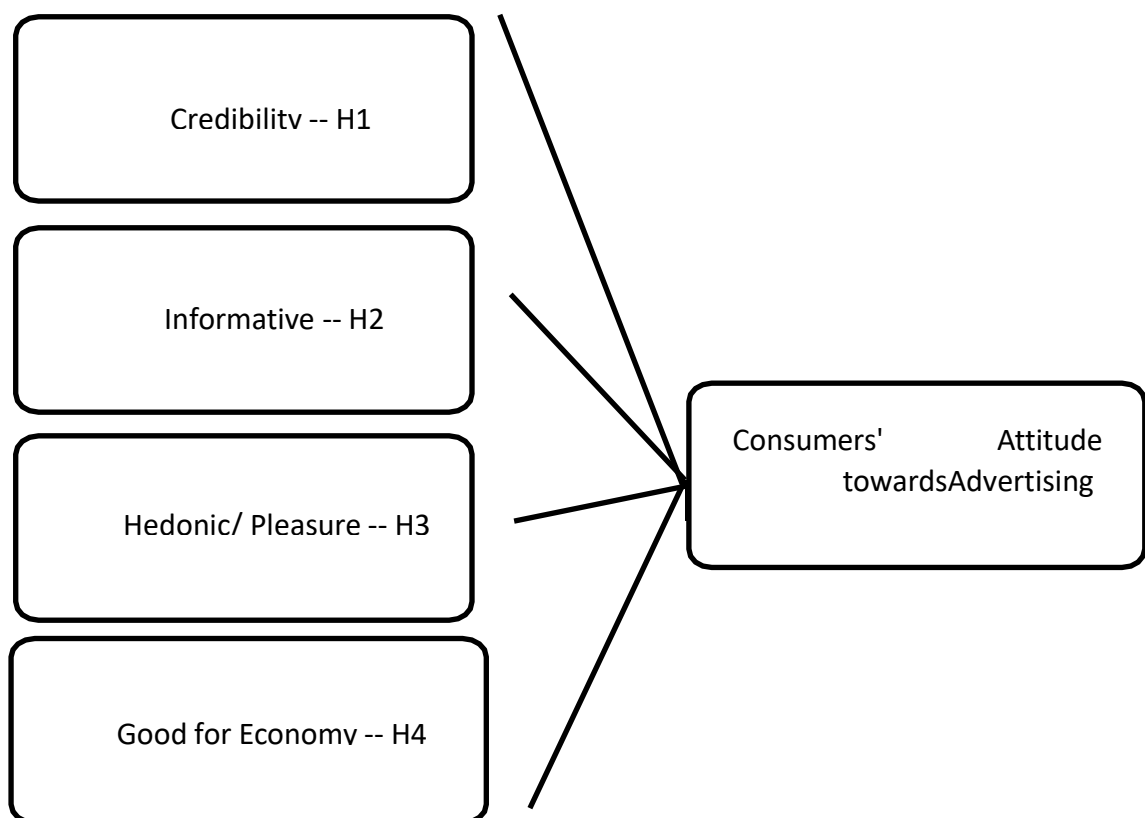
Attitude, as defined by Fieshbein (1967), is an acquired inclination to continuously behave in a positive or negative manner towards a specific object. According to Kotler (2018), attitude refers to an individual's subjective assessment, emotional response, and inclination towards certain objects or ideas. Hoyer and Macinnis (2020) define attitude as a comprehensive and long-lasting assessment of an object, topic, person, or action. Put simply, it can be described as a comprehensive assessment that conveys the degree of preference or aversion an individual has towards an object, subject, person, or activity, and it typically persists as a lasting emotional sentiment. The creation of attitudes is contingent upon cognitive processes and beliefs, indicating that attitudes can be shaped by the thoughts and beliefs we hold regarding the information we receive (Hoyer & Macinnis, 2020). Emotions can also serve as a foundation for attitudes. According to Solomon (1999), individuals have the ability to develop favorable emotions towards information, products, or actions based on their personal preferences. Hence, attitudes have the capacity to influence an individual's thoughts, emotions, and actions.

The attitude of consumers towards online advertising refers to their perception and evaluation of online advertisements, as proposed by Bauer and Greyser in 1968. Attitudes have a significant impact on our behavior when it comes to being exposed to internet advertisements, liking them, and intending to make a purchase. Online advertising is influenced by the content and format of the advertisement, which is directly perceived by humans (Bruner and Kumar, 2018; Schlosser et al., 1999). MacKenzie and Lutz (1989) suggest that consumer attitude towards internet advertising can be ascertained by evaluating the consumer's positive or negative reaction to a specific online advertisement. According to Schiffman and Kanuk (2018), once consumers are exposed to online advertising, they are likely to develop either positive or

negative views towards the advertising. Mehta (2018) asserts that the effectiveness of online advertising is influenced by consumers' attitudes towards it. This is because consumers' cognitive abilities towards online advertisements are manifested in their thoughts and emotions, ultimately shaping their attitude towards online advertising (Mackenzie and Lutz, 1989).

Action refers to the process by which internet advertisements influence customers to make a purchase of the products or services being advertised (Rawal, 2020). The purchasing intention that emerges when customers are persuaded by an advertisement is referred to as action. According to Mehta and Purvis (2019) and Mulligan (2021), consumers who possess knowledge about online advertisements are more inclined to develop a favorable attitude and interest towards the advertisement or the advertised products. Consequently, this heightened awareness is likely to enhance their intention to make a purchase of the product or brand, as suggested by Brown and Stayam (1992) and Heath and Gaeth (1993).

Figure 2.2 Theoretical Framework



Proposed key determinants of consumers' attitude towards advertising

Source: Ramaprasad and Thurwanger (2021)

The Ramaprasad and Thurwanger (2021) model was established to aid in assessing the factors

that influence consumers' attitude towards advertising. The variables identified in the existing literature, as stated by Ramaprasad and Thurwanger (2021), Pollay and Mittal (1993), and Bauer and Greyser (1968), include hedonic, good for economy, informational, materialism, and consumer advantages.

CONCLUSION

The use of the internet is on the rise due to its growing significance in individuals' lives. Hence, it is highly recommended that marketers prioritize advertising on the internet over traditional media.

The findings of this study have yielded information that supports the significance of informative, hedonic/pleasure, and materialistic elements in online advertisements, which marketers should consider when developing such advertisements. Marketers can enhance their ability to shape customers' informational responses by comprehending the various aspects that impact their attitude towards online advertising.

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CONSUMERS' PERCEPTIONS OF ONLINE ADVERTISING: AN INVESTIGATION ON INFORMATIONAL REACTIONS: AN EMPIRICAL STUDY

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ABSTRACT

This research study examines the informational reactions pertaining to marketed products, including awareness, curiosity, wishes, and buy intention. Researchers conducted an analysis on 200 sets of questionnaires obtained from respondents using the Statistical Packages for Social Science (SPSS) version 20.0. The findings revealed that all factors, with the exception of credibility, exhibited a significant relationship with consumers' attitude towards internet advertising. Of the independent variables examined, it was found that the variable "informative" had the most robust and statistically significant association with the dependent variable, which is consumers' attitude towards internet advertising. Additionally, the data reveals a considerable correlation between consumers' attitudes towards internet advertising and their informational reactions. The research study focuses on internet users who may potentially be exposed to online advertising. The sampling frame consists of internet users residing in the Pearl River Delta region, who meet the criteria of having a minimum click-through frequency of one on internet advertisements and spending at least five hours per week online. The constraints and suggestions are examined in relation to future enhancements. With the notable surge in internet users and usage, it is imperative for advertisers to possess a comprehensive comprehension of consumers' attitudes towards online advertising. This understanding is essential for capturing consumers' attention and subsequently influencing their informational responses.

Keywords: online advertising, online commerce, consumer's attitude

INTRODUCTION

This study identifies various research gaps pertaining to consumers' attitudes towards online advertising. One notable study deficiency pertains to the absence of a comprehensive literature evaluation on the research topic within the specific context of China. Researchers have encountered challenges in investigating this subject due to a dearth of pertinent material (Abd Aziz et al., 2019). Hence, scholars must do additional investigations in this field, taking into account the specific environment of China.

According to the Chinese Communications and Multimedia Commissions (2019), there is a progressive transition occurring in the advertising landscape of China, between traditional media and new media advertising. Consumers have the ability to choose the specific commercial material they want to see in an online advertisement, including the timing and amount (Schlosser et al., 1999). The responsibility for seeking supplementary commercial content in web advertisements is solely with the customers (Schlosser et al., 1999). Furthermore, it should be noted that the perception and attitudes of consumers towards online advertising have the potential to undergo changes over time (Karson, McCloy, and Bonner, 2019). Consequently, there exists a dearth of knowledge among researchers regarding consumer beliefs regarding online advertising and its impact on consumer behavior in China (Abd Aziz et al., 2019).

The primary aim of this research is to investigate consumer attitudes regarding online advertising. The comprehensive studies encompass four distinct independent variables, namely credibility, informativeness, hedonism/pleasure, and materialism.

The primary aim of this study is to utilize these four metrics in order to ascertain and analyze the correlation between customers' perception of online advertising.

- The objective is to determine the correlation between the trustworthiness of online advertisements and consumers' perception of online advertising.
- The objective is to determine the correlation between the presence of informative content and consumers' perception of internet advertising.
- The objective is to determine the correlation between hedonism/pleasure and consumers' impression of online advertising.
- The objective is to establish the correlation between materialism and consumers'

perception of online advertising.

- The objective of this study is to examine the influence of consumers' attitudes about online advertising on their informative reactions.

This study has formulated five research questions, as outlined below:

- What are the attitudes of consumers?
- Do consumers' attitudes towards online advertising influence the believability of advertising content?
- Are consumers' attitudes towards online advertising influenced by the informativeness of advertisement messages?
- Are consumers' attitudes towards online advertising influenced by the presence of hedonism or pleasure in promotional messages?
- To what extent does materialism influence consumers' perception of online advertising?
- Does the attitude of consumers towards online advertising influence their informational responses?

LITERATURE REVIEW

Consequently, this prompts people to buy the product. Put simply, consumers who develop a favorable perception of the advertising method and the advertised goods will be motivated to make a purchase. However, it is possible for consumers to develop negative attitudes and actions, such as displaying a lack of interest in online marketing, closing and disengaging from online commercials, and subsequently lacking the intention to make a purchase (Retie, 2018).

Credibility, as defined by Alder and Rodman (2018), refers to the extent to which customers see an advertisement as trustworthy and reliable. According to Kelman and Hovland (1953), credibility refers to the degree of dependability exhibited by a message or content in delivering precise and dependable information. The role of credibility in advertising is significant as it has the potential to enhance the perception of the marketed product and foster a sense of satisfaction and ease among consumers (Kwek, Tan, & Lau, 2020). Creditworthiness, trustworthiness, convictibility, and believability are the fundamental elements that constitute

credibility.

This concept pertains to the credibility of various sources, including persons, organizations, and the media. According to Mackenzie and Lutz (1989), endorser credibility refers to the extent to which an individual effectively performs and delivers the advertising message by providing accurate and truthful information. The individual responsible for conveying the message plays a crucial role in the advertisement, as they serve as brand marketers and represent the brand (Ducoffe, 1996). Corporate credibility, as defined by Goldsmith, Lafferty, and Newell (2018), refers to the extent to which consumers perceive a firm as capable of delivering products and services that effectively meet their requirements and desires. The reputation of a corporation significantly influences internet advertising, as it is viewed as originating from a reliable and trustworthy source. The distinction between media credibility and message substance resides in the latter's dependence on the perception of the medium's credibility (Kioussis, 2018). In Aaker's research project,

According to Brown (1972), it was also asserted that various forms of media exhibit varying degrees of believability. Moreover, Marchall and Na (2018) have acknowledged that internet media exhibits lower levels of credibility compared to traditional media outlets.

Trustworthiness refers to the level of trust that customers have in a certain source, encompassing key attributes such as honesty, objectivity, and good faith (Boyd and Shank, 2018). The concept of trustworthiness pertains to the source's purpose to deliver accurate and reliable information (Rhine and Severance, 1970). Goldsmith, Lafferty, and Newell (2018) propose that endorser credibility encompasses three distinct aspects, namely expertise, trustworthiness, and attractiveness. On the contrary, corporate credibility pertains to the extent to which consumers place trust in a corporation's reliability, being an integral component of a corporation's overall reputation (Fombrun, 1996). According to Goldsmith et al. (2018), corporate credibility has two dimensions: knowledge and trustworthiness. False illustrations in product descriptions can undermine the trustworthiness of a firm, leading to customer discontent (Korgaonkar et al., 2018). Trustworthiness is considered a crucial factor in establishing the credibility of endorsers and corporations (Goldsmith et al., 2018).

The term "convincible" pertains to the degree of effectiveness with which an online advertisement can influence consumers to engage with the advertisement (Morvarid, Abolfazl, & Mahmoud, 2020). To enhance the persuasiveness of internet advertising, marketers might employ visuals and specialized knowledge to bolster the credibility of the advertisement (Jones, 2019). According to Philips and McQuarrine (2018), there has been a rise in the utilization of indirect persuasions, such as imagery and images, in advertisements compared to the use of words. Photographic images possess the capacity to function as documentary evidence, hence enhancing their persuasiveness in compelling customers to engage with internet advertisements. Furthermore, it is important to consider expertise and reliable sources as valuable information, as the assertions made by these sources enhance consumers' trust in online advertising (Chiu, 2019).

The concept of believability pertains to the response of consumers, whether it be positive or negative, towards internet advertising (Korgaonkar and Wolin, 2018). When a promotional message attempts to alter individuals' perspectives and challenge their current convictions, customers are unlikely to readily embrace the commercial (Maloney, 1994). Nevertheless, when the marketing aligns with the preexisting opinions of consumers, it has the potential to validate and reinforce their preexisting beliefs (Maloney, 2018). The perception of consumers regarding the credibility of online advertising is contingent upon the utility and veracity of the message contents (Eze and Lee, 2020). Therefore, it can be inferred that customers are more likely to place faith in online advertising (Alder & Rodman, 2018).

METHODOLOGY

The research design serves the purpose of delineating the methodologies and protocols employed for the collection and analysis of data (Saunders, Lewis, & Thornhill, 2020). This study employs both quantitative research and descriptive research methodologies. The primary objective of this study is to examine the consumer's perception of online advertising and establish the connection between the independent variables, namely credibility, informativeness, hedonic/pleasure, and materialism, and the dependent variable of consumer

attitude towards online advertising, as well as the resulting informational response.

Quantitative research involves the quantification of both data and the evidence supporting findings or conclusions. According to Saunders et al. (2020), quantitative research involves the utilization of numerical data in both the data gathering strategy and the data analysis approach. Quantitative research commonly employs statistical analytic techniques. The objective of employing quantitative research in this work is to evaluate the hypothesis derived from the questionnaires. Quantitative data collection commonly involves several methods, including questionnaire interviews, observations, and the utilization of existing materials. Furthermore, the chosen research methodology for this study is monomethod. The use of a singular quantitative data gathering approach, coupled with quantitative data analysis processes, is referred to as the quantitative mono research method (Saunders et al., 2020). This research study is classified as a cross-sectional study, indicating that it just examines a certain occurrence at a single point in time.

RESULTS

According to Hair, Bush, and Ortinau (2018), multiple regression analysis is a statistical method used to examine the linear associations between a dependent variable and many independent variables. This is achieved by calculating coefficients for the equation, which represent a straight line (p. 578). Therefore, the present study employed multiple regression analysis as a statistical technique for inferential analysis in order to examine the proposed hypotheses.

4.3.2.1 R square (a)

Table 4.3.2.1: Model Summary (a)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.573	.565	.41259

a. Predictors: (Constant), Materialism, Credibility, Hedonic, Informative Source: Developed for this study.

According to the findings presented in Table 4.3.2.1, the R-Square value of 0.573 suggests that approximately 57.3% of the variability in individuals' attitudes towards internet advertising can be accounted for by the factors of credibility, informativeness, hedonic/pleasure, and materialism. Currently, 42.7% of the variations in attitude towards online advertising can be attributed to causes that are not yet identified.

4.3.2.2 Test of significance (a)

Table 4.3.2.2a: ANOVAa (a)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	44.636	4	11.159	65.551	.000 ^b
Residual	33.195	195	.170		
Total	77.831	199			

a. Dependent Variable: Attitude

b. Predictors:(Constant), Materialism, credibility, Hedonic, informative Source:
Developed for this study

Table 4.3.2.2a presents the results of the analysis of variance (ANOVAa), indicating an F-ratio value of 65.551 at a significance level of 0.000b (p-value =.000), which is below the threshold of 0.01. This finding suggests that there exists a statistically significant disparity between the dependent variable, which is the attitude towards internet advertising, and the independent factors, namely credibility, informativeness, hedonic/pleasure, and materialism. Hence, the whole model exhibits importance, and the model's fitness is deemed to be high.

Table 4.3.2.2b: Resulted of Multiple Linear Regression Analysis Coefficientsa (a)

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.	Collinearity Statistic	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.511	.185		2.770	.006		
1 Credibility	.096	.052	.105	1.866	.064	.685	1.459
1 Informative	.353	.056	.387	6.291	.000	.578	1.729
1 Hedonic	.242	.048	.289	5.009	.000	.655	1.527
1 Materialism	.179	.053	.181	3.361	.001	.752	1.331

a. Dependent Variable: Attitude

Source: Developed for this study

According to the findings presented in Table above, the standardized coefficients (Beta) for the independent variables exhibited a variety of values. The weakest relationship, with a coefficient of 0.105, was observed between credibility and attitude towards online advertising. Conversely, the largest relationship, with a coefficient of 0.387, was observed between informativeness and attitude toward online advertising. Hence, it can be inferred that the informative nature of internet advertising exerts the most significant influence on consumers' overall attitude towards such advertising. The influence of online advertising trustworthiness on consumers' overall attitude towards online advertising is rather minimal. The independent variables of "hedonic/pleasure" (0.289) and "materialism" (0.181) are listed as the second and third most significant factors, respectively.

Multicollinearity pertains to the degree of correlation among the independent variables inside a model. One issue that arises in multiple regressions is the presence of a high correlation between one or more independent variables and one or more other independent variables (Schroeder, 1990). The utilization of variance inflation factors (VIF) is considered the most dependable approach for assessing multicollinearity. The VIF values for credibility, informativeness, hedonic/pleasure, and materialism, as seen in Table 4.13, are all below 5.0. This observation suggests that there is no issue of multicollinearity among the four variables.

4.3.2.3 R square (b)

Table 4.3.2.3: Model Summary (b)

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.711 ^a	.506	.503	.47219

a. Predictors: (Constant), Attitude toward online advertising Source: Developed for this study

According to the data presented above, the R-square value is 0.506. This value indicates that about 50.6% of the variability in informational response may be accounted for by attitude towards online advertising, while the remaining 49.4% of the variability in informational response is attributed to other factors.

4.3.2.4 Test of significance (b)

Table 4.3.2.4a: ANOVAa (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.184	1	45.184	202.652	.000 ^b
	Residual	44.146	198	.223		
	Total	89.330	199			

a. Dependent Variable: Response

b. Predictors: (Constant), Attitude Source: Developed for this study

According to the data presented above, the F-ratio value is 202.652, indicating a significance level of 0.000b. This finding demonstrates a notable disparity between the dependent variable, which pertains to the informative response, and the independent variable, which pertains to the attitude towards online advertising. Therefore, the whole model exhibits relevance and demonstrates a high level of fitness.

Table 4.3.2.4b: Resulted of Multiple Linear Regression Analysis Coefficientsa (b)

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.818	.182		4.501	.000		
1 Attitude	.762	.054	.711	14.236	.000	1.000	1.000

a. Dependent Variable: Response

Source: Developed for this study

The coefficients (Beta) between attitude towards online advertising and informational response, are 0.711.

According to the findings, the multiple regression equation utilized in this study may be expressed as follows: Consumer's attitude towards online advertising = 0.511 + 0.353 Informative + 0.242 Hedonic/Pleasure + 0.179 Materialism.

Additionally, according to the data, the multiple regression equation utilized in this investigation is:

The sum of the informational responses is $0.818 + 0.762$. The perception of consumers toward online advertising

Materialism has a Beta value of 0.181, which is statistically significant at the 0.001 level. These findings suggest a notable correlation between materialism and individuals' attitudes towards online advertising.

This finding further demonstrates that individuals who hold a good disposition towards internet advertising are more likely to hold favourable opinions regarding online advertisements that endorse materialism. According to Christopher et al. (2019), individuals hold the belief that materialism has the potential to augment their self-image, leading to a heightened sense of pleasure in their lives. Furthermore, those who possess a propensity for self-promotion are likely to have a favourable disposition towards online advertising (Abd Aziz & Ariffin, 2020). According to Abd Azeem and Zia ul Haq (2020), online advertising that effectively stimulates

customer needs and desires is likely to result in a more positive opinion of the advertisement.

The relationship between consumers' attitude towards online advertising and their informational reactions is found to be considerable.

The beta value of consumers' attitude towards internet advertising, as indicated in Table 4.16, is 0.711, which is statistically significant at a value of 0.000. According to James and Kover (1992), individuals who hold a good attitude towards online advertising are likely to experience positive effects on their informative responses.

In essence, individuals who see internet advertising in a positive light will exhibit favourable levels of awareness, curiosity, desire, and purchase intention towards the products or services being advertised. This is supported by Gaffney's (2018) research findings, which indicate that consumers with a more positive perception of online advertising are more likely to be aware of and interested in the advertising. In addition, Polly and Mittal (1993) assert that customers' attitudes regarding online advertising have a significant role in shaping their preferences for both the advertising itself and the products being sold. Korgaonkar and Wolin's (2018) study also suggests that online users who have a favourable attitude towards online advertising are more inclined to make online purchases.

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THE PREFERENCES OF CHINESE YOUTH REGARDING THE UTILISATION OF SOCIAL NETWORK MARKETING: A CONCEPTUAL STUDY

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ABSTRACT

In recent times, social networks have garnered significant interest from both academic and industrial researchers owing to their inherent affordance, extensive reach, and practical utility. The primary objective of this study is to ascertain the factors that drive young individuals to utilize social networks as a means of acquiring marketing information pertaining to various goods and services. In addition, the study also emphasized the factors that contribute to the preference of young people for social networks over traditional media.

Keywords: *Chinese youth, social network marketing, traditional media*

INTRODUCTION

The advent and transformative impact of the internet in the last decade have resulted in significant shifts in various aspects of society, including lifestyle, demography, and information retrieval methods. Ratchford, Talukdar, and Lee (20187) assert that the advent of the internet has provided buyers with a novel platform to practically search for and obtain information pertaining to both durable and non-durable items, technological devices, automobiles, and other related subjects. Additionally, they emphasized the need of marketers and companies comprehending the impact of the internet on other information sources. The rise in popularity of the internet has resulted in the development of the World Wide Web (WWW) browser, which converts plain text into a visually appealing graphical interface that provides a diverse range of multimedia elements such as texts, images, and audio.

Lipsman, Mudd, Rich, and Bruich (2019) assert that the advent of social networks has precipitated transformations in the lifestyle of young individuals, particularly in the realm of digital living and the acquisition and dissemination of marketing information within this demographic. They also mentioned that the youth are drawn to the social network marketing concept because of its innovative and distinctive method of sharing information with peers through actions such as "liking" a brand, snapping images, uploading them, and providing comments on their product experiences. It serves as an additional medium to aid marketers in disseminating marketing information to their intended audience, given that young individuals tend to engage in information sharing amongst themselves.

Friendster was introduced in 2018 with the purpose of facilitating romantic interactions among "friends-of-friends" rather than with unfamiliar individuals. It first boasted a global user base of 8.2 million (Cohen, 20183). According to Boyd et al. (20188), MySpace was first created in 20183 and gained significant popularity among musicians as a means of maintaining communication with their fan base, primarily consisting of teens. Ellison, Steinfield, and Lampe (20187) assert that Facebook, established by Mark Zuckerberg in 20184, boasts a global user base of 500 million individuals. Additionally, it was determined that 74% of the users fell within the age range of 18 to 24 years old. The classification of Twitter as either a social network or a microblogging service has been a subject of ongoing debate. Furthermore, Twitter was founded in 20186 by Jack Dorsey, enabling users to compose text-based posts of up to 140 characters. By 2019, Twitter boasted a staggering user base of over 300 million individuals worldwide (Gladwell, 2018).

Currently, young people are receiving a greater allowance compared to previous times, resulting in increased purchasing power in the market. Marketers and researchers have conducted numerous studies on the evolving behavior of young people in the marketplace to cultivate their brand loyalty. Youth refers to those between the ages of 15 and 24 who are consumers (Lewis and Bingham, 1991; Rugimbana, 20187).

LITERATURE REVIEW

Maddox and Gong (20185) reported a substantial growth in the market penetration rate of internet in Asia. In contemporary society, the term "internet" has gained significant

recognition in the twenty-first century, with a widespread understanding among individuals regarding its existence and its profound impact on their everyday existence. Eager (1994) states that the internet comprises more than 2.5 million host computers and experiences a monthly growth rate of over two million new users.

According to Hasslinger, Hodzic, and Opazo (20187), the internet serves as a mass media that provides customers with unique purchasing benefits that are not found in other mediums. Leelayouthayotin (20184) asserts that the internet presents firms with the potential to enhance the efficiency and efficacy of their marketing endeavors, conduct research, establish enduring relationships, and serve as a platform for promotional efforts targeting clients. In general, the internet offers a diverse range of information, resulting in a growing population of internet users who utilize it for both professional and recreational purposes.

Warrington, Abgrab, and Caldwell (2018) and Waldo (2018) argue that the internet offers a distinct advantage in transferring information through a rapid and cost-effective two-way communication flow, in contrast to traditional media that mostly rely on one-way communication. In addition, internet users have a reduced amount of time required to access information compared to traditional media sources. Tewksbury (20183) asserts that the internet provides people greater autonomy in choosing the specific content they desire, in contrast to traditional media.

Vesterby and Chabert (2018) assert that the internet facilitates the dissemination of information regarding products and services by marketers, enabling them to effectively reach both new and present clients. Hence, the convenience of the internet has led to a surge in its usage, particularly among the younger generation. According to Brown (1990), convenience refers to the amount of time and effort that consumers invest in purchasing items and services, rather than the specific characteristics or attributes of the things themselves. As a result, the availability of internet connectivity enables buyers to efficiently and economically acquire additional information about prospective products that they intend to purchase.

2.1.2 The Concept of Social Networks

Social networks are online platforms that enable users to establish and maintain interactions with others (Kay, 20187). Hocking (20189) states that social networks primarily aim to establish online communities where individuals can share their interests and engage in

various activities. Social networks are online platforms that offer several means of communication, including email and instant messaging. Social networks have transformed the way individuals communicate and share information, and have now become an integral part of people's everyday lives. According to Thomas Crampton, the Asia Pacific Director of 360 Digital Influence, an internet marketing communications arm of Ogilvy Public Relations (Tan, 2018), social networks such as Facebook, Twitter, LinkedIn, and MySpace have emerged as influential tools for marketers to engage in business activities. This is due to the widespread usage of social networks by consumers worldwide.

The majority of social network users are comprised of younger demographics, including teenagers, high school and college students, and young professionals in their twenties. Additionally, there are elderly individuals that share the same motivation for using social networks (Anderson, 2018). These findings indicate a growing trend of social network usage, particularly among young individuals. Consequently, numerous marketers are exploring the utilization of social networking sites as a novel means of communication. Social networks provide advertisers the opportunity to achieve greater reach and frequency in targeting the youth market demographic, characterized by less engagement with conventional media and increased online presence. In addition, Thomas Harpointner, the chief executive of AIS Media, stated that social media provides mortgage companies with the chance to directly engage with clients and exert influence over the transaction (Finkelstein, 2018). Therefore, it is recommended that marketers incorporate social networks into their marketing strategies in order to effectively engage the youth demographic.

CONCLUSION

the study successfully achieved four research objectives and accepted four formulated hypotheses. Consequently, social networks have emerged as the primary means of communication for young people, serving not only as a platform for social interaction but also as a means to get marketing information and for marketers to establish tighter connections with their target audience. It is highly recommended that a greater number of Chinese companies embrace social network marketing as a means to enhance their market share. In addition, this study also provided implications, limitations, and recommendations to further future

developments.

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THE PREFERENCES OF CHINESE YOUTH REGARDING THE UTILISATION OF SOCIAL NETWORK MARKETING: AN EMPIRICAL STUDY

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ABSTRACT

The objective of this study is to employ the Technology Acceptance Model (TAM) in order to ascertain the preferences of Chinese youth about social network marketing. This study examines the correlation between three variables: perceived usefulness, perceived ease of use, and preference concerning social network marketing. A sample size of 2018 has been chosen to examine the correlation between factors. This was achieved by giving self-administered questionnaires to 4 private universities. The scholarly literature pertaining to the internet, social networks, and the Technology Acceptance Model (TAM) has undergone a thorough examination about the importance of academics doing studies of a similar nature. Moreover, given the increasing number of individuals in the age group of 15 to 24, it would be crucial to carry out similar research on Chinese adolescents, as they represent a promising market area for enterprises in China. This study holds potential benefits for Chinese entrepreneurs, as it offers insights that can inform their marketing strategies and facilitate the introduction of their goods and services to the youth market segment. It is worth noting that the majority of existing studies have been conducted in foreign countries rather than within China.

Keywords: Chinese youth, social network marketing, traditional media

INTRODUCTION

The objective of this study is to elucidate the factors influencing the preference of Chinese adolescents for marketing through social networks, drawing upon the technology

acceptance model (TAM). According to a study conducted by North (2018), a total of 59 American professionals perceive social networks as a legitimate tool for usage in the workplace. According to a study conducted by Leidner, Koch, and Gonzalez (2018), investment and insurance organizations in Texas have found social networking platforms to be highly beneficial for staff recruitment purposes. In 20189, Selamat, Jaffar, and Ong performed a study to assess the level of acceptance of information technology (IT) usage among bankers in the Klang Valley region of China. Mohd and Syed Mohamad (20185) conducted a study in China that employed the Technology Acceptance Model (TAM) to examine the acceptance of electronic medical records inside hospitals.

At present, there is a dearth of research conducted in China pertaining to the acceptance of social networks among the youth for acquiring marketing information, with the majority of studies focusing on employees. Therefore, it is imperative to undertake this study in order to ascertain the factors contributing to the transition of marketing information acquisition methods from conventional tools to social networks.

Objectives of the Study

The study aims to achieve specified objectives, which include:

- 1.To assess the extent of online exposure among Chinese youth
- 2.In order to ascertain the degree of preference among Chinese young for social networks in comparison to traditional media.
- 3.To ascertain the factors influencing the preference of Chinese young for acquiring knowledge through social networks.
- 4.In order to ascertain the predominant social networking platforms utilized by Chinese teenagers for accessing marketing information.

Research Inquiries

The conducted study aims to address the following inquiries:

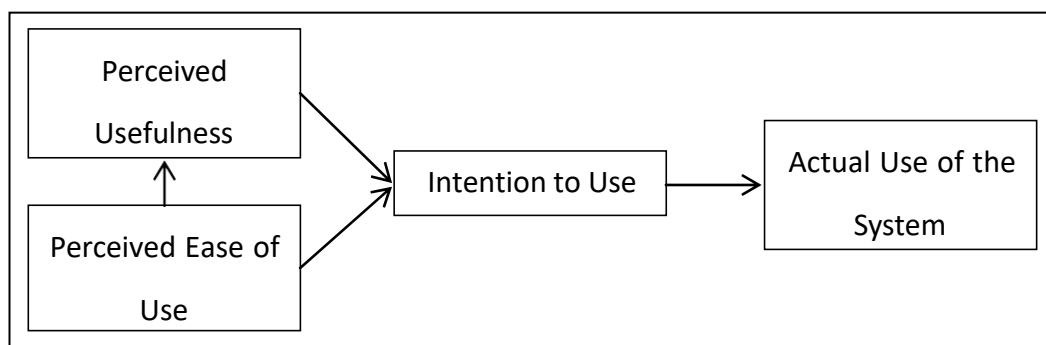
- 1.To what extent has the online behavior of Chinese youth influenced the transformation of information acquisition?
- 2.What are the reasons for the preference of Chinese young for online marketing over traditional marketing methods?
- 3.Which social networks are the primary sources of marketing information for Chinese

youths?

LITERATURE REVIEW

Timothy (20188) determined that the Technology Acceptance Model (TAM) (Davis, 1989; Davis and Venkatesh, 1996) was created with the explicit purpose of predicting the individuals who are more like to adopt a new technology in the workplace. In the contemporary day, technical systems or devices play a crucial role in both corporate and domestic settings. The primary objective of this study is to examine the impact of young beliefs on their preferences on the adoption of social network marketing.

Figure 2.2.1: Technology Acceptance Model



Source: Adapted from Venkatesh and Davis (1996)

Through the evaluation of the acceptance level, senior management may ascertain the efficacy of installing and utilizing the system inside the organization, thereby mitigating any potential decline in employee morale. This study also pertains to the necessity for organizations to ascertain the level of client acceptance regarding the utilization of social networks for the purpose of acquiring marketing information. We aim to determine the efficacy of companies that heavily rely on social networks to engage with young people during marketing and promotional campaigns. Malhotra (1999) asserts that the Technology Acceptance Model (TAM) has made a substantial theoretical contribution to the comprehension and elucidation of information system utilization and acceptance behaviors.

According to Saunders et al. (20183), primary data refers to data that is specifically obtained

for the current research being conducted. The rationale behind choosing this particular data collection strategy stems from the absence of any prior research conducted on the subject of Chineseteens. As stated in the problem statement, numerous researches have solely focused on elucidating the preferences and acceptability levels of the workforce, neglecting to account for the perspectives of young individuals. Therefore, the questionnaire approach was selected as the means of gathering pertinent data for this investigation. According to deVaus (2018), a questionnaire is a procedure that involves asking each relevant subject in a study to reply to a prepared set of questions. In addition, he stated that the questionnaire can be completed manually or via an interview.

We expedited the process by consulting previous researchers' distributed questionnaires that were comparable to the present study and modifying them to align with the study's requirements. Moreover, it served as a cost-effective approach to gather data due to insufficient money for more advanced data collection techniques.

METHODOLOGY

Table 4.5.2a: Model summary between Perceived Usefulness and Perceived Ease of Use

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842 ^a	.710	.707	1.898

a. Predictors: (Constant), Total PEU, Total PU

ANOVA^b

Table 14 Table 4.5.2b: ANOVA of Perceived Usefulness and Perceived Ease of Use

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1735.690	2	867.845	240.829	.000 ^a
Residual	709.905	197	3.604		
Total	2445.595	199			

a. Predictors: (Constant), Total PEU, Total PU

b. Dependent Variable: Total PREF

Table 4.5.2c: Coefficient between Perceived Usefulness and Perceived Ease of Use

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.215	.656		.327	.744
Total PU	.263	.051	.318	5.168	.000
Total PEU	.421	.045	.571	9.289	.000

According to the model summary table in table 4.5.2a, the R-square value is 0.710. This indicates that the PU and PEU variables can effectively explain the PREF. Table 4.5.2b presents the Statistical significance of the whole model, as indicated by the F ratio of 240.829 and p=0.000. Therefore, the equation for Multiple Linear Regression is formulated as follows.

The sum of PREF, PU, and PEU is $0.215 + 0.263 + 0.421$.

PREF refers to the individual's inclination towards utilizing Social Network Marketing. Perceived Usefulness (PU) Perceived Ease of Use (PEU)

The R Square coefficient of determination signifies the degree to which the dependent variables can account for the variability observed in the independent variables. The standardized coefficient indicates the proportion by which the dependent factors have influenced the independent variable. Consequently, the PEU has a greater influence on the PREF compared to the PU, with a PEU value of 0.517 and a PU value of 0.318.

RESULTS

According to Varley (2018), the Urban Market Report indicates that a mere 10% of young people dedicate 5 hours or more to email, while social networking and texting are their preferred means of contact. This also demonstrates that on a daily basis, young individuals would regularly access social networks in order to get knowledge, whether it be for entertainment or work, for a minimum duration of 1 hour. In this study, the research objective of assessing the extent of online exposure among young individuals was successfully achieved. The duration of adolescents' engagement with social networks, it is evident that every young person has encountered internet browsing, which aligns with our research findings. The younger demographic has the highest level of engagement on social networking sites (SNS), although they also tend to engage in behaviors that would be deemed unacceptable in offline settings. This phenomenon may be attributed to the inclination of contemporary youth to seek knowledge through social networks. Consequently, the research objective pertaining to the reasons behind the preference of young individuals for acquiring information from social networks was successfully addressed.

The majority of participants expressed a preference for corporations to utilize social networks as a means to carry out their marketing endeavors, a finding that aligns with the outcomes of our research. Ellison, Steinfield, and Lampe (20187) assert that the adoption of social network marketing has extended beyond educational institutions to encompass business and trade experts who have acknowledged its advantages for their own enterprises. According to Ellison

et al. (20187), certain business professionals are actively searching for specialized networks to connect with individuals in their industry and beyond. They believe that these networks offer a more efficient means of marketing, as they allow for the presentation of visual content such as pictures, videos, and information to potential clients. However, a notable proportion of the participants, specifically 30%, expressed a preference for conducting the task through conventional media channels. In this study, we successfully addressed the research purpose of determining the degree to which young people favored social networks over traditional media. However, Facebook and Twitter emerged as the predominant and preferred social networking platforms among the younger demographic. Bulik (20187) found that Facebook was the most often used website among individuals aged 18 to 24. However, social networking was shown to be twice as popular among young women compared to young males. Therefore, it would be of great importance and aligned with our study objectives. The social networks have been ranked in ascending order, ranging from number 1 to 5.

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THE VARIOUS FACTORS THAT INFLUENCE THE SATISFACTION LEVELS OF INTERNATIONAL STUDENTS AT RENMIN UNIVERSITY OF CHINA (RUC) IN RELATION TO MOBILE OPERATORS: AN EMPIRICAL STUDY

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ABSTRACT

The study collects the data from Renim University of China. A total of 340 questionnaires were and out of these, 261 questionnaires were deemed suitable for analysis. The data was analyzed using statistical software such as SPSS 25 to achieve the study's objectives.

The findings of this study indicate a significantly positive relationship between service quality and perceived value with customer satisfaction among international students. However, brand awareness showed a negative relationship with customer satisfaction. This research framework contributes to the existing literature on customer satisfaction, particularly in the context of mobile services in China. It provides insights that can help mobile service managers gain a deeper understanding of the impact of service quality and perceived value on customer satisfaction, thereby guiding them in enhancing their services.

However, it is essential to acknowledge some limitations in this study, which could pave the way for future research directions in the field of customer satisfaction in the Chinese telecommunications sector.

Keywords: *International Students, higher education, student satisfaction*

INTRODUCTION

To investigate the determinants that impact the contentment of international students with

mobile operators, this research Endeavor aims to address the subsequent inquiries:

- Does a substantial correlation exist between service quality and client satisfaction?
- Contentment?
- Does a notable correlation exist between the perception of value and the level of customer satisfaction?
- Does brand awareness have a substantial correlation with consumer satisfaction?

1.4 Objectives of the Study

This study aims to investigate the elements that impact the satisfaction of international students with Mobile operators. The objectives are as follows:

- The objective of this study is to investigate the notable correlation between service quality and customer satisfaction.
- The objective of this study is to investigate the notable correlation between perceived value and customer satisfaction.
- The objective of this study is to investigate the notable correlation between brand awareness and customer satisfaction.

1.5 Importance of Standard

The objective of this study is to analyze the determinants that impact the contentment of international students at Renmin University of China. The results of this study will provide valuable insights for enhancing the performance of mobile service providers. The research investigation has the potential to yield both practical and theoretical advancements.

1.5.1 Theoretical Significance

The results of this study will enhance the existing body of knowledge on marketing. To be more precise, the focus is on ensuring client happiness. This study aims to enhance the existing knowledge base about student satisfaction among mobile service providers at Renmin University of China. Furthermore, it is anticipated that the findings of this study will contribute to the existing body of empirical research on the correlation between service quality, perceived value, brand recognition, and customer satisfaction. Additionally, this survey has the potential to offer insights into the level of satisfaction among international students about mobile service providers in China.

LITERATURE REVIEW

According to Hanif, Hafeez, and Riaz (2019), prior research has demonstrated that customer satisfaction plays a crucial role in achieving competitive difference and ensuring the survival of businesses across many industries. Currently, the majority of companies believe that maintaining current consumers is more cost-effective than acquiring new clients. Many service firms consistently allocate a significant portion of their financial resources towards enhancing customer happiness, which in turn contributes to the overall profitability of their organization (Dobrota, Nikodijevic, & Mihailovi6, 2020). Hence, the attainment of customer happiness is widely acknowledged as the primary objective of all businesses. Enhanced customer satisfaction will lead to a rise in a company's market share, profitability, and the establishment of a strong brand image. However, Salah and Mahmood (2020) emphasized that contentment alone is insufficient for a firm's performance. They proposed conducting a thorough investigation into the aspects that influence customer satisfaction.

Hill (1996) asserts that the measurement of customer satisfaction enables enterprises to get insights into client preferences, hence facilitating improved service provision. Hill (1996) asserted that the absence of measurement implies a lack of management. However, most organizations fail to assess customer happiness, asserting that it is a subjective and insufficient method.

Amin, Yahiya, and Nasharuddin (2020) assert that customer contentment may be assessed by considering both the price of the product and the value it offers, as these factors play a crucial role in fostering satisfaction. Furthermore, the service business faces significant challenges in terms of delivering enhanced value and maintaining competitive pricing. Hence, the firm's success may be accurately assessed by its capacity to meet client demands and maintain consistency. Consequently, many organizations are actively seeking methods to enhance their value and lower prices.

According to Joao's (2019) study, there is a correlation between customer satisfaction assessment and customers' attitudes and views regarding the quality of service they receive. The reason for this is that the inclination of a product or service aligns with the desires of

customers, and the necessity serves as the criterion for assessing quality. Hence, comprehending the customer's perspective of service is crucial for gaining insights into their requirements and preferences.

Kursunluoglu (2020) asserted that measuring customer happiness involves assessing various indicators derived from national customer satisfaction dimensions across different countries. The American Customer Satisfaction Index, based on the customer satisfaction indexes (CSI) methodology, is the most commonly utilized. Additionally, the model is centered around the premise that customer satisfaction is influenced by various factors such as customer expectations, the firm's reputation, perceived quality (PQ), and perceived value (PV). Therefore, the aforementioned elements serve as indicators of customer satisfaction, and the model evaluates the outcome to determine if customers are satisfied or not.

In a study conducted by Su (2019), the focus was on customer satisfaction, which was assessed by the utilization of a customer satisfaction questionnaire consisting of a series of questions. The survey was conducted using the Likert scale. This study will employ a questionnaire adapted from a previous study to examine the predictive variables of service quality and brand awareness in relation to customer satisfaction.

In recent years, there has been a growing interest among researchers and business managers in the study of service quality literature due to its significant impact on the performance of various firms. Tan, Oriade, and Fallon (2020) have highlighted the importance of service quality in telecommunication service firms, as it plays a crucial role in retaining and expanding consumer base. Furthermore, the quality of service is widely recognized as a key factor in achieving strategic differentiation, enhancing operational efficiency, and ultimately attaining a competitive advantage (Tan, Oriade, & Fallon, 2020). Additionally, Dobrota, Nikodijevic, and Mihailovic (2020) assert that service quality involves comparing the perceived quality of the service with the anticipated quality of the service.

According to Solomon, Bamossy et al. (2020), service quality is determined by the customer's expectations and their perception of the service. If the service meets or exceeds these expectations, customers will be dissatisfied, leading to a decline in profitability. Parasuraman et

al. (1985) suggests that the primary question that firms ask is why they measure service quality. Measurement aids in assessing the quality of service.

Prior to and following modifications, this study aims to assess service quality concerns and establish optimal benchmarks for service delivery. Parasuraman et al (1985) assert that the SERVQUAL model is the predominant instrument for evaluating service quality, encompassing dimensions such as tangibility, reliability, responsiveness, assurance, and empathy. Consequently, this research will employ single unit items derived from the study conducted by Cronin & Taylor (1992) to measure service quality.

2.5 The Concept of Perceived Value

This section provides an overview of the existing literature pertaining to the independent variable, perceived value. It encompasses the definition of perceived value, the significance of perceived value in relation to customer satisfaction, and the methods employed for measuring perceived value.

2.5.1 Perceived Value Definition

Heinonen (2019) defines perceived value as the comprehensive assessment made by consumers regarding the utility of a product, taking into account their perceptions of the benefits and drawbacks associated with it. According to Parasuraman et al. (1985), the concept of perceived value is very individualistic and subjective, and it is seen as a crucial determinant in attaining a competitive edge. Zeithaml (1988) conducted a study that similarly characterized customer perceived value as the result derived from an individual's evaluation of the expenditures incurred and the overall advantages obtained. Hence, the majority of consumers assess the extent to which a product or service provides value.

Rescher (1969) defined perceived value in mobile content services as the customer's assessment of the advantages of using a service based on their perceptions and experiences, which help them achieve their objectives in a particular situation, in comparison to other options. Therefore, it is vital to comprehend the concept of customer value in order to uphold client pleasure and attain a competitive edge.

The significance of perceived value in relation to customer satisfaction has been acknowledged in previous research (Spreng, 1997; Ryu et al., 2019, McDougall and Levesque, 2019; Andreassen and McDougall). The majority of buyers assess the advantages derived from the product in relation to the expense of acquiring it. Therefore, it is imperative to provide substantial value in order to enhance the degree of client satisfaction. Park et al. (2019) asserted that the act of repeatedly purchasing a company's product

The extent of its value is contingent upon its magnitude. This implies that companies that offer greater value tend to experience higher levels of consumer satisfaction. Hence, the perception of value serves as a competitive advantage that is pursued by the majority of businesses in their pursuit of success.

Multiple authors, including Chen and Dubinsky (2019), Anderson and Srinivasan (2019), and Hellier et al. (2019), have highlighted the importance of customer perceived value in influencing consumer purchase decisions. Furthermore, as stated by De Grewal et al. (2019) and Hellier et al. According to Al (2019), the perception of product value by consumers has a positive impact on their buy intentions and a negative impact on their intentions to switch to competitors.

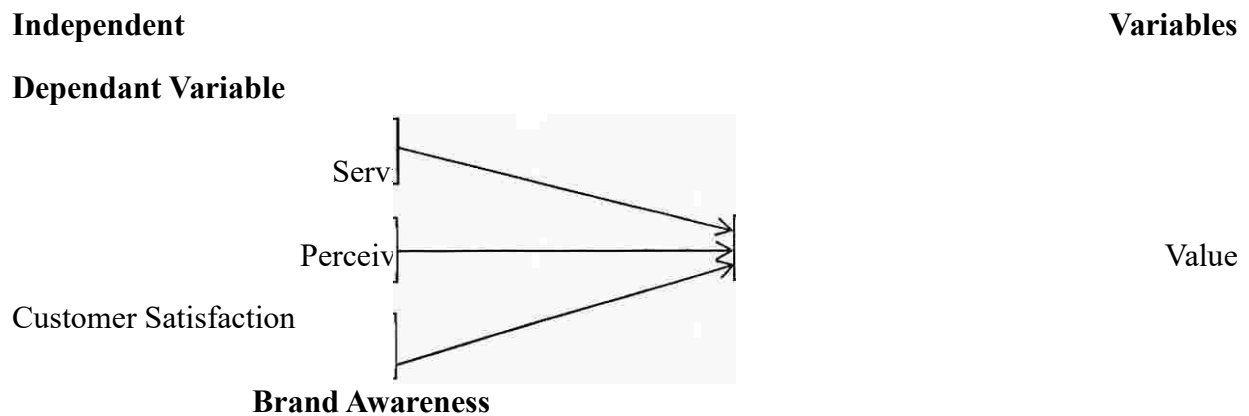
Chiou (2019) conducted additional studies that revealed the acceptance of perceived value as a strong predictor of customer satisfaction, specifically in the context of internet service providers. Andreassen and Lindestad (1998) conducted a study that examined the perception.

There exists a notable positive correlation between value and customer satisfaction within service-oriented enterprises. Furthermore, Patterson and Spreng (1997) demonstrated that there exists a positive and direct relationship between consumer perceived value and customer pleasure, ultimately resulting in customer loyalty. Hence, the objective of this study is to investigate the relationship between perceived values and customer happiness.

This study examines the concept of customer satisfaction, with customer satisfaction being the variable being measured. The study examines the relationship between service quality, perceived value, and brand awareness as independent variables. The present study constructed a model, as depicted in Figure 2.7, to illustrate the correlation between the dependent variables,

namely customer satisfaction, and the independent variables, namely service quality, perceived value, and brand awareness. The utilization of a conceptual framework facilitates a deeper comprehension of the independent variables, thereby enhancing our understanding of the factors that impact customer satisfaction. Variables that are not influenced by other factors.

Figure 2.7 Conceptual framework



METHODOLOGY

The present study employs a quantitative research design. According to Chua (2020), a quantitative research strategy primarily focuses on the analysis of numerical data. The objective of this study is to examine the correlation between independent variables, namely service quality, perceived value, and brand awareness, and the satisfaction levels of international students at RUC for mobile service providers in China.

Data collection is an essential procedure in all research endeavors, encompassing the acquisition and integration of relevant data for the purpose of this particular research investigation. Through the process of data collection, researchers are able to effectively achieve their research aims and address the given hypothesis of the study (Sakaran, 2019).

A total of 340 questionnaires were provided to international students at Renmin University of China by the researcher. The participants were allotted a period of one week to finalize the survey. The researcher proceeded to gather a total of 261 completed questionnaires, which were subsequently utilized for the study.

RESULTS

The majority of the research has added to the body of knowledge already available on student satisfaction, specifically with regard to mobile service providers. The managers of mobile operators will be in a better position to develop appropriate strategies to deal with marketing practices that will improve the operators' advantage if they have a better understanding of the direct effect of the significant predictors, such as service quality, perceived value, and brand awareness, that affect international student satisfaction in mobile cellular providers.

The research's theoretical contributions stem from its identification of the factors that influence international students' happiness with mobile cellular providers: service quality, perceived value, and brand awareness. But by looking at the context-stated aspects and developing a theoretical framework that looks at how the three criteria above relate to mobile operators, these studies contribute to the body of knowledge.

Furthermore, compared to research on mobile service providers, there is less data regarding the satisfaction of international students with mobile operators. Because of this, the study may contribute to a research paper in China that will provide information for upcoming scholars who wish to investigate the telecommunications sector, specifically mobile service.

The following studies will examine how study-related factors impact the satisfaction of overseas students. It is advised that in order to discover the most recent findings, more researchers should examine broader populations using greater sample sizes. to offer a more solid outcome for mobile service providers' satisfaction.

Also, other elements that influence customer happiness should be found by future research. It was recommended that the factors be expanded in order to achieve a credible study on the context of mobile service operators' satisfaction, as the variables utilized in this study were insufficient to fully comprehend the degree of satisfaction.

A brief discussion of the elements influencing the satisfaction of international students was included in this study. It has been established that one of the most important metrics for evaluating the performance of telecom service providers is student happiness. The findings indicate that while brand recognition is less significant, service quality and perceived value have a strong association with student happiness. As a result, it will help mobile service providers improve their offerings in response to student input.

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THE VARIOUS FACTORS THAT INFLUENCE THE SATISFACTION LEVELS OF INTERNATIONAL STUDENTS AT RENMIN UNIVERSITY OF CHINA (RUC) IN RELATION TO MOBILE OPERATORS: A CONCEPTUAL STUDY

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ABSTRACT

The number of international students studying in Chinese institutions of higher education is steadily increasing. This influx of international students has not only bolstered the country's education sector but also had an impact on the telecommunications industry. With the privatization of the telecommunications market in China, there has been heightened competition among market players and mobile service operators striving to retain existing customers and attract new ones. Consequently, the emphasis on satisfying customers has become paramount as a strategy to succeed in this competitive landscape.

Despite the importance of the issue, studies on international student satisfaction in the Chinese context remain relatively limited. This study aims to investigate the relationship between service quality, perceived value, and brand awareness concerning customer satisfaction in mobile service operators in China.

Keywords: *International Students, higher education, student satisfaction*

INTRODUCTION

Over the course of recent decades, there has been significant progress in the development of the service sector, which has played a crucial role in fostering national economic growth (Husain & Suchy, 2020). The telecommunication business is a rapidly expanding industry that

has experienced substantial growth, offering both social and economic advantages. This has positioned mobile phone carriers as one of the most prominent and rapidly rising sectors globally.

Husain and Suchy (2020) assert that mobile service providers have played a pivotal role in the global dissemination of knowledge. The utilization of telecommunication services has facilitated the facilitation of social interaction among individuals, organizations, and communities, hence fostering a connected global environment. Furthermore, mobile service providers not only offer voice communication services, but they also provide fundamental services such as internet connectivity and multimedia capabilities. Telecommunication service organizations have the advantage of becoming the fastest-growing industry in the global market. Hence, telecommunication services have become an integral component of our daily existence.

According to a poll conducted on the Budde Comm website, it has been shown that Asia accounts for 50% of the global mobile user population, with a significant number of consumers utilizing broadband services through their mobile devices. Hence, the quantity of telecommunication customers is experiencing a significant surge (Haque & A. Rahman, 2019). Conversely, there has been a significant expansion in the telecommunication service industry in China (Ramalingam, Karim, Piaralal, & Singh, 2021). The cell phone has become an integral part of individuals' lives.

and beyond their primary function of communication, owing to the continuous advancements in the telecommunication industry.

According to a report published by the Chinese Communications and Multimedia Commission in 2021, the three leading mobile service providers in China are DiGi, Maxis, and Celcom. These operators engage in intense competition with the aim of attracting a substantial user base. The market shares of the corporations are quantified as follows: Celcom, with a user base of 12.3 million, holds the greatest market share of the mobile market at 31.3% as of mid-2021. Maxis follows closely after with a market share of 31%, while DiGi ranks third with a market share of 30%. The expansion of the telecommunication industry can be attributed to factors such as convenience, affordability, and the flexibility to adapt to evolving lifestyles across different nations (Chang & Chong, 2020).

According to Hashim (2021), international students are acknowledged as valuable potential customers who provide a significant contribution of RM19 billion to the Chinese economy. International students present a favorable prospect for mobile operators to enhance their company expansion.

LITERATURE REVIEW

The telecommunication business in China has experienced significant growth in recent years. The expansion of the mobile phone market in China may be attributed to the evolving technological advancements and the proliferation of several mobile phone service providers, positioning it as a burgeoning industry (Ramalingarn, Karim, Piaralal, & Singh, 2021).

The Chinese government has implemented a privatization initiative, specifically targeting the telecommunication industry, with the aim of enhancing operational efficiency and competitiveness. In pursuit of China's Vision 2020, the government has implemented policies to liberalize the market, aiming to enhance the nation's economic growth through more efficient means (Yee, Ling & Leong, 2021). Hence, the telecommunication sector is widely regarded as a significant driver of the country's economy and is recognized as one of the emerging industries globally (Karim, Piaralal, & Singh, 2021).

Following the privatization of the telecommunication business, numerous companies have been enticed to capitalize on this market opportunity and enhance their profitability. The beginning by the government led to a highly competitive environment that yielded significant advantages for clients, including enhanced service quality, reduced prices, and increased availability of diverse services. Furthermore, mobile phone services have emerged as indispensable services that are indispensable for individuals of all backgrounds. Hence, telecommunication companies are often acknowledged as the forefront of competition within the service industry.

Currently, there is a significant presence of Chinese mobile service providers in the market, and clients place a high level of importance on enterprises that offer superior service quality when selecting a mobile service operator. Solomon, Bamossy et al. (2020) argue that buyers are becoming more selective in their product preferences, seeking more value and are increasingly prepared to acquire items that offer both value and low price. Hence, the

provision of exceptional value is a crucial determinant for clients in their decision-making process when choosing mobile service brands. Furthermore, according to Sall eh and Mahmood (2020), the telecoms business has been perceived as a highly tailored customer contract. Consequently, the examination of customer satisfaction holds significant importance for numerous scholars. The inquiry into the methods for cultivating consumer pleasure holds significant importance for mobile telecommunications companies. Therefore, it is evident that customer satisfaction plays a pivotal part in the competitive landscape of the telecommunications business.

CONCLUSION

The results of the coefficient analyses indicate that customer happiness is significantly impacted by perceived value and service quality. Table 4.9 indicates that the variable's outcome is significant at $p > 0.00$. The results show that the components of perceived value and service quality have $p > 0.00$ and 0.025 , respectively, indicating that both of them are significant at the 0.00 level of significance in the study, whereas brand awareness has a significance level of $p > 0.205$. Table 4.9.2b presents an overview of the outcome of analysis of regression.

Table 4.9.2b Regression Coefficients

Regression Coefficients

Model	Beta	T-value	Sig.IP-value
(Constant)		6.773	.000
SQ	.227	3.528	.000
	.143	2.256	.025
PV			
BA	-.078	-1.270	.205

Dependent Variable: CS, $** < 0.00$, R Square= .32.6, F-value = 11.288** The result of the hypothesis testing is summarized by Table 4.9.2c

Table 4.9.2c The Result of Hypothesis Testing for Correlational Test

Hypothesis	Description	Results
H1	There is a significant relationship between service quality and customer satisfaction	Accepted
H2	There is a significant relationship between perceived value and customer satisfaction	Accepted
H3	There is a significant relationship between Brand awareness and customer satisfaction	Rejected

Investigating the relationship between independent variables (brand awareness, perceived value, and service quality) and the dependent variable (customer satisfaction) among international students is the primary goal of this study. 261 responses from foreign students enrolled at RUM make up the target group. Furthermore, the study employed a questionnaire as a data collection tool to elicit responses from the participants. The questionnaire is divided into two portions. While the second portion covers the independent variable, the first section reflects the demographic variable, such as gender, age, marital status, education level, and mobile operators. Such as consumer satisfaction, brand awareness, perceived value, and service quality. In order to address each of the research issues raised in the first chapter, the chapter discussed the study findings.

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THE INFLUENCE OF POLICY RISK OF REAL ESTATE MANAGEMENT INNOVATION

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ABSTRACT

The real estate market is a pillar industry of national development and has an important impact on China's economic development. In the context of soaring housing prices, this paper studies the impact of policy risks on real estate management innovation and clarifies relevant mechanisms, which is of great significance to the innovation and transformation of real estate companies and the promotion of economic development. Policy regulation affects the future development opportunities of real estate. Taking Beijing as an example, this paper collects the main regulation policies of the state on the real estate industry in recent years by the method of literature and document analysis, and makes a specific analysis; The influence of policy risk on real estate management innovation is analyzed by interview method. The purpose of this study is to design the development direction for real estate enterprises, take the initiative to adapt to policy requirements, standardize enterprise operation and management, and enable enterprises to achieve innovative development in the operation and management of every link in the market environment.

The conclusions of this study are as follows: for the development status of real estate enterprises, this study finds that real estate enterprises currently have the following problems: (1) lack of scientific and effective development strategy, (2) the pursuit of "immediate interests" by enterprises, lack of awareness of sustainable development, (3) serious interference by foreign enterprises, (4) defects of industrial structure and difficulties

in system innovation; The influence of policies on real estate management innovation comes from: administrative means, finance, land, macroeconomic activities, and taxation; Finally, this paper puts forward the management innovation combination method of real estate, and improves the management mode in the aspects of strategic positioning innovation, management thought innovation, system innovation, management method and means innovation, so as to improve the comprehensive competitiveness of enterprises.

Keywords: *Real Estate Enterprise; policy risk; Management Innovation*

INTRODUCTION

As a special consumer goods, real estate is closely related to people's living conditions, and is related to the satisfaction of people's basic needs, which affects the stability of society. As an investment product, real estate is closely related to the financial market due to hedging and value-added products, and has a direct impact on social and economic development. Because of the importance of real estate, China has always taken control of the real estate industry as the focus of economic control.

As the capital of China and a first-tier city, Beijing's housing transaction area, the number of transactions and the year-on-year rise and fall of the area have changed along with the promulgation of national policies, and the policy risks of the real estate industry are particularly prominent. Therefore, this paper chooses Beijing as an example to discuss the impact of policy risks on the real estate industry and the development of real estate management innovation model.

From the perspective of government policies and taking Beijing as an example, this paper analyzes the impact of policy risks on real estate management innovation, and clarifies the impact of policies on its market, product sales and profit. Based on these impacts and combined with relevant theories of management innovation, this paper proposes strategies for real estate enterprise management innovation, especially risk management innovation.

The purchase restriction policy has a great impact on the real estate industry and real estate companies, so it is necessary for the real estate industry and all real estate companies to consciously adjust their development strategies and change their management methods to

minimize the impact of policy risks, analyze the impact of policy risks systematically and propose a perfect response system.

Attach importance to policy risks, improve the relevant management innovation response system, avoid the loss of customer resources, the decline of corporate income and even the negative growth of real estate enterprises due to the influence of policies, and promote the long-term development of enterprises.

Based on the influence of purchase restriction order and the theory of management innovation, this paper puts forward management innovation strategies for real estate enterprises, and finally achieves strategic guidance for the development of real estate enterprises, so that real estate enterprises can adapt to policy changes in a timely manner and reduce the impact of risks, so as to achieve strong and long-term development.

OBJECTIVE

Taking Beijing as an example, combined with the actual situation of Beijing, this paper systematically analyzes the impact of policy risks on real estate management innovation, and clarifies the specific impact of this policy from the perspective of the changes in the number and price of real estate transactions caused by the purchase restriction order, so as to improve the importance of relevant enterprises.

The first step is to analyze domestic and foreign literatures on enterprise real estate innovation management, real estate regulation policies, and real estate management innovation mix, and summarize domestic and foreign research results on the impact of policy risks on real estate management innovation.

The second step is to take Beijing as an example, analyze the impact of policy risks on real estate management innovation by using literature method, theoretical research method and systematic research method, and clarify the specific impact of this policy from the perspective of the changes in the number of real estate transactions and the price of a family caused by the purchase restriction order, so as to improve the importance of relevant enterprises.

METHODOLOGY

In order to complete the research objectives and obtain valid data. This paper mainly uses literature method, document analysis method, interview method and other methods to explore the impact of policy risk on real estate management innovation.

1.Literature method

This study uses literature survey to grasp the latest research trends in the academic circle, collects literature about purchase restriction orders and management innovation of real estate enterprises through library, Internet and other channels, analyzes and sorts the materials, and then proceeds from the actual situation to understand the background and development trend of real estate purchase restriction policies, and summarizes opinions on various aspects of real estate purchase restriction policies. And according to the relevant data to determine the research ideas of this paper.

2.Document analysis method

Through the analysis of the relevant policy documents of the real estate purchase restriction order issued by the national government, the prerequisite for the management innovation of real estate enterprises, the content involved in management innovation and the implementation methods of different innovation strategies are understood. Taking real estate management innovation as a system and policy risk as an influencing factor of system change, this paper analyzes the ways in which this factor acts on the system and the changes of internal factors in the system, and puts forward strategies to promote management innovation from a global perspective to ensure that each strategy meets the needs of the system.

3. Interview method

The researchers collected psychological and behavioral data from the participants through interviews. This research interview focuses on the specific content of the research in order to systematically explain, describe, and predict certain psychological characteristics and activities. The interview can have a comprehensive and in-depth understanding of the interviewees in a limited time and dig out a lot of valuable information, which is the main means to reveal the ability indicators. Practice has proved that interview is a good tool for

preliminary verification of theoretical concepts, and it can also accurately reflect the staff's views on specific tasks and problems. In this study, after obtaining the consent of the real estate enterprise, the author signed the informed consent of the interview with the enterprise and conducted the interview in the interviewee company.

RESULTS

Based on the data collected from documents and the information obtained from interviews, this part makes an empirical analysis of the research issues on the basis of the analysis of relevant data and information, summarizes and concludes, and finally presents the research results.

1.State implementation of real estate purchase restriction policy

So far, the introduction of the real estate purchase restriction order is the country's most stringent control policy. In December 2016, the Central Financial and Economic Leading Group proposed at the Central Economic Conference to adhere to the "housing and housing do not speculation", requiring local governments to implement the policy requirements. In October 2017, the 19th National Congress of the Communist Party of China once again emphasized this concept. In the fourth quarter of 2016, the five cities that did not cancel real estate restrictions introduced purchase restriction expansion policies, including differentiated credit policies, to further increase purchase restriction requirements. At the same time, cities that had previously canceled or relaxed property purchase restrictions began a new round of stricter restrictions. According to government documents and information available online, many cities reintroduced real estate purchase restrictions around October 2016. By the end of 2016, a total of 19 cities across the country had introduced real estate purchase restrictions (including five cities that did not remove real estate purchase restrictions in 2014). Since March 2017, cities that have implemented purchase restriction policies have continued to strengthen their policies, and 15 other cities have started to implement real estate purchase restriction policies. By the end of 2017, a total of 32 cities had introduced purchase restriction policies. In 2018, four cities -- Taiyuan, Shenyang, Dalian and Kunming -- introduced purchase restriction policies, bringing the total number of cities with purchase restriction policies to 36.

2.Descriptive statistics

By interviewing 15 people in the real estate industry, the following is descriptive statistical analysis of gender, age, education background, position and working time of the whole sample (valid sample)From Table 1.

Table 1 Descriptive statistics

Demographic variable	Category	Quantity (persons)	Percent(%)
Sex	Male	10	66.7%
	Female	5	33.3%
Age	30-35	2	13.3%
	36-40	8	53.3%
	41-45	3	20%
	46-50	2	13.3%
Educational level	Junior college	4	26.7%
	Bachelor	8	53.3%
	Master	3	20%
Position	Corporate decision level	3	20%
	Company management	2	13.3%
	Project manager	2	13.3%
	Department manager	8	53.3%
Working years	6years—10years	1	6.67%
	11years—15years	6	40%
	16years—20years	5	33.3%
	21years—25years	1	6.67%
	More than 25 years	2	13.3%

3.Real estate enterprise management status analysis

Researchers collected information from interviews with insiders in real estate enterprises, transcribed the collected audio data, and finally formed text for analysis. Repeat and read the transcript of the interview several times so that you can understand the depth and breadth of the questions in these transcripts. According to the research framework, different topics are formed, and different data are transferred to different topics, so as to obtain the final research results.

The rapid development of real estate enterprises will lead to a series of problems. The first is to improve the overall management level of real estate enterprises, so as to form a relatively excellent real estate enterprises. While the major real estate enterprises are flourishing, they will also accumulate a large number of rich management experience, which will not only have a high reputation but also get better economic benefits. However, with the rapid development of real estate enterprises, their enterprises will also have a series of problems and hidden dangers. For the real estate enterprises that want to survive or continue to develop, some problems and facts existing in the management of real estate enterprises cannot be covered up.

After interviewing 15 people in the real estate industry, this study found a series of problems and hidden dangers in the management of real estate enterprises:

Firstly,enterprises lack scientific and effective development strategies.

Some real estate developers have great differences in their cognition of corporate strategy. There are also some real estate entrepreneurs whose own quality is not high. In the early years, they obtained brilliant achievements by relying on some opportunistic means. However, they are too convinced of the "able person" experience they created, but they do not consider the impact brought by the changes of The Times, and they are unwilling to learn modern real estate management concepts and master new management skills. There are also some enterprises begin to realize the importance of knowledge, but because the development and sales of projects do not make in-depth and objective scientific proof, only to copy the "clone" other people's cases and successful experience, rather than carry out independent analysis and thinking of themselves, but also complacent that they have taken a shortcut.

Secondly, the pursuit of "immediate interests" lacks the awareness of sustainable

development.

At present, the profits of the real estate industry are relatively high, and the huge "cumulative effect" makes many real estate developers ignore the importance of enterprises to strengthen their own management, weakening and reducing the enthusiasm of real estate developers to obtain reasonable returns. Here are some special policies in China to support the real estate industry (such as house sales, etc.) and non-standard behaviors (such as construction units, etc.), which in some form lower the threshold of entry for real estate enterprises, reduce the cost of real estate enterprises in the early investment, and thus increase the profits of real estate development. With the adjustment of China's real estate enterprises, there will be industrial integration phenomenon, and the inevitable occurrence is the decline of gross profit margin.

Thirdly, Interference by foreign enterprises.

The development of China's real estate enterprises, it will attract the attention of multinational enterprises, thus promoting the interest of the real estate industry, which will be the challenge faced by all the real estate industry. For this situation, some real estate companies predict that in the process of foreign investment, it will certainly bring immeasurable and significant impact on the sales and development scale of real estate. China's real estate industry still has problems such as insufficient strength and regulatory risks, so it is very different from foreign-funded enterprises, not to mention that foreign enterprises pay more attention to the reputation of enterprises. If enterprises in Chinese Mainland do not improve their strength as soon as possible and establish good brand competitiveness, then foreign-funded enterprises will soon surpass, resulting in the marginalization of China's real estate market.

Finally, The defect of industrial structure and the difficulty of system innovation.

There is a common structural flaw among Chinese real estate enterprises, which is the serious imbalance in the proportion of project development and asset management, which cannot be ignored by enterprises. Most real estate companies only focus on project development and rarely engage in asset management. For enterprises that focus on project development, they often can only operate residential real estate or only commercial real estate. In this business direction, the asset structure of a single business model was once at a

low level, which would generate huge business risks. This also led to the general refusal of enterprises to innovate systems, unable to achieve human resource mechanisms and establish an effective business model. Even those enterprises that created "market glory" often "settle for survival" in blind spots of system innovation, causing a large amount of talent loss and ultimately reducing the competitiveness of the enterprise.

4.The influence of purchase restriction order on real estate management innovation

Firstly, administrative risks.

The real estate industry, as the lifeline of the national economy, not only affects the vital interests of the general public, but also is of utmost importance for the government to regulate the market. The real estate industry, as the lifeline of the national economy, not only affects the vital interests of the general public, but also is of utmost importance for the government to regulate the market.

Secondly, fiscal and financial risks.

The current financing model for China's real estate business is either domestic financing, supplemented by overseas financing. And China's financing is mainly indirect financing, supplemented by direct financing. In this financing system, bank loans dominate the financing of real estate enterprises, mainly concentrated in real estate development loans, land mortgage loans, and construction enterprise credit liquidity loans. Listing financing, trust financing, bond financing, and emerging fund financing, while asset securitization financing accounts for a small proportion in real estate business financing .

Thirdly, the risks of land policy.

The hallmark of the Chinese government is its monopoly of the property market. In China's real estate market, the government is not only directly involved in real estate development, but also controls the land, capital market and other factors of the real estate market by establishing or participating in real estate development enterprises, by virtue of the dominant position in the same stage and other market participants in competition. The introduction of the purchase restriction order will directly affect the vital interests of real estate developers.

Fourthly, real estate industry risks caused by macroeconomic activities.

Macroeconomic contraction is the biggest potential risk faced by the real estate industry. At present, in China, in the context of rapid economic growth, if the macro-control is tightened, the fixed asset investment will be restrained to a certain extent, and the growth rate of real estate development investment is highly correlated with the growth rate of fixed asset investment, and the real estate industry will be greatly impacted.

Finally, the risks of tax policy. In the current economic environment, real estate enterprises as a hot spot of social attention, under the strict supervision of the tax authorities, the tax risks of real estate enterprises are further amplified. Tax risks are different from general business risks. From an economic point of view, tax risk is simply a net loss. The outflow of unit cash assets does not match the inflow. For real estate enterprises, the introduction of the purchase restriction order has put pressure on real estate enterprises that have been large taxpayers. High investment costs and low return on investment have caused most small and medium-sized real estate companies to be on the verge of bankruptcy and difficult to sustain.

5. Summary

On the one hand, the introduction of the "purchase restriction order" will have a good guiding effect on the real estate market, but there will still be some imperfect aspects to improve and adjust, otherwise its negative impact will lead to a series of goals to be achieved by the "purchase restriction order". Because the purchase restriction policy can not solve the problem of long-term demand satisfaction, the role of market price adjustment in resource allocation is destroyed, so this is not a good control method; If there is no supporting policy, it will become a huge market risk. Because credit caps and "price caps" focus on curbing supply and demand, there is not much action on supply; Limiting the number of units that households can buy misses the point, and the root cause of rising house prices is that the market is short of supply. As the lifeblood of the national economy, the real estate industry not only affects the vital interests of the broad masses of the people, but also the top priority of the government to regulate the market. The central government guides and regulates the real estate market through a series of administrative measures to ensure the stable, healthy and orderly development of the real estate industry. In the face of different economic market environments, the introduction of a series of administrative policies makes real estate enterprises need to take countermeasures according to their actual conditions in a timely

manner, and further adjust their investment and sales strategies. Many enterprises often fall into an extremely passive situation because of insufficient policy resilience. The most representative real estate control policy is in April 2010, in the domestic speculation of major cities, under the premise of GDP growth of more than 11% in the first quarter, the central government finally decided to issue the most severe macro-control "national Ten" in the history of the real estate market, limiting the purchase of homes in different places, two sets of mortgage standards, etc., greatly increased. Specific measures will break through the hot real estate market into the ice pit, and transactions around the real estate market will shrink. This policy mainly affects the market through the real estate supply structure. Real estate development enterprises must actively face the changes in the market supply structure and adjust the corresponding development strategy and market strategy.

CONCLUSION AND FUTURE WORK

The combination of management innovation of real estate enterprises is mainly the combination of management thought innovation, management system innovation and management method innovation. The following are different innovative contents.

1.Strategic positioning innovation

As the core and premise of an enterprise's development, strategy needs to be formulated scientifically. An enterprise must position its customers on the premise of understanding their minds, and take their positioning as the premise of its internal operation and development. Only by doing so can it have a huge impact on the future development and performance of the enterprise. Enterprises need to establish a good corporate image and brand image in the hearts of customers, which is the ultimate goal of brand strategy. For enterprises, it is necessary to grasp the core of scientific strategic positioning, put the needs of customers in the main position, and follow its principles to innovate the enterprise, so as to change the existing bad situation of the enterprise.

The value chain of real estate enterprises is different from other industries, and its characteristics are unique. Real estate enterprises are formed by building installation, land development and other value chains. Each value chain needs to have a strong fund group to support and support. At the same time, the use efficiency of this value chain determines the

consumption level of consumers. In the process of enterprise development, a series of links will be troubled by funds, which will bring different degrees of impact to the enterprise. For example, the impact on the willingness of home buyers. The uniqueness of real estate enterprises can establish the strategic designation in each activity of operation. Such dynamic designation can not only maintain the unique advantages of real estate enterprises, but also enable enterprises to occupy a favorable position in the competition.

2. Management thought innovation

With the growth of social economy and the progress of production technology, the variety of products that enterprises can supply has increased and the quality of products has improved, which makes the public's consumption concept has changed. In the real estate consumption, the masses have shifted from the original no choice or convergence choice consumption to the stage of focusing on the brand, quality and personalized consumption of real estate products, and the traditional consumption demand of "living well" has shifted to the development of "living well". Under such changes in consumer demand, real estate developers continue to improve the brand value of real estate products, improve product quality, and develop different levels of real estate products according to different needs of the public.

From the perspective of brand management, the traditional real estate enterprises do not pay much attention to the brand, and many enterprises have problems such as single brand culture, identical brand, and insufficient product promotion. The development of the brand is not only established in the market, the factory, but it really needs to be established in the hearts of customers. Only a good brand image is truly established in the hearts of customers and recognized by customers, can the real estate occupy a leading position in its development field. Since 2008, the number of participants in the real estate industry has increased, and the competition in the real estate industry is fierce. All real estate companies have begun to pay more attention to brand, innovate brand management ideas, and take brand as one of the key contents of enterprise management. They not only redesign brand image and build a more identity brand culture, but also carry out brand influence through various ways. To comprehensively improve the brand's influence on consumers. The brand to achieve its maximum value is to be recognized by customers. If an enterprise occupies a strong position

in the market, it can form a strategic alliance with other enterprises through market merger.

From the perspective of product quality, traditional real estate enterprises mainly focus on the quality of real estate products to meet the relevant national standards. However, after consumers pay attention to the quality of real estate products, real estate enterprises begin to pay more attention to product quality, raise the quality to the perspective of determining the survival and growth of enterprises, and conduct quality management through the whole process and full participation of employees. In the quality management, pay attention to the improvement of the quality awareness of all personnel, especially the quality awareness of front-line construction personnel, to ensure that the quality management method can be implemented; In the management of specific projects, adhere to the whole process of quality management method, from project planning facilities, construction to acceptance, follow-up maintenance quality management, completely eliminate "tofu slag" project, and truly promote development with the brand.

In terms of diversified product ideology, the original real estate enterprises focus on providing basic housing products to meet the needs of the general public. However, with the improvement of consumers' consumption power and the rise of personalized housing demands, real estate enterprises pay more attention to the design of high-quality housing, implement humanistic concepts into residential design, and ensure the satisfaction of diversified functional needs of high-quality housing with modern science and technology. To ensure the sustainable development of housing needs, in the limited residential space, adhere to the "people-oriented" idea, to fully meet the consumer's living, learning, work, entertainment, health needs. In addition to paying attention to the construction and development of high-quality housing, it also pays attention to the follow-up management of high-quality housing, and creates the unique selling point of housing with good property management, so as to ensure that the modern management concept of real estate enterprises is fully permeated into the product provision.

3. Institutional innovation

The system innovation of real estate enterprises should adapt to the rules of WTO and the trend of new economic development, but also pay attention to China's national conditions, and create a community of interests of talents, operators and shareholders through

reform. The direction of reform is to accelerate the construction of modern enterprise system, separation of government and enterprise, separation of government and affairs, further transformation of management mechanism, deepening of market reform, true realization of independent management, independent financing, and becoming the main body of market economy and market competition. At the same time, it is necessary to improve the corporate governance structure of the corporate system and form a check and balance mechanism among the power organs, decision-making bodies, executive agencies and supervisory bodies, so that the corporate system can reach international standards, and free international enterprises can compete, survive and develop.

The management innovation of real estate enterprises is based on the premise of ideological innovation, and after the completion of ideological innovation, it also needs to have institutional creation as a guarantee. Generally speaking, the current system innovation of real estate enterprises mainly includes the following aspects.

First, innovation in the enterprise ownership system. In China's real estate enterprises, state-owned enterprises occupy a large proportion, large scale, and relatively large market influence. At the same time, affected by the traditional planned economy model, state-owned enterprises, which occupy an important proportion in the real estate industry, have problems such as backward management methods and imperfect management system. The reform of the management structure, the corporate governance structure is established, and the efficiency of enterprise management is improved by the way of hierarchical governance.

Second, the innovation of housing financial service system. In the increasingly fierce market competition situation, real estate enterprises must completely change the one-sided pursuit of output value and scale of production and management mode, adjust the investment structure, reduce idle assets, improve the investment efficiency of enterprises.

Third, the innovation of science and technology application system. The development of the real estate industry is closely related to the application of science and technology. Under the influence of technological progress, regardless of the reform of housing design methods, building materials and construction techniques, the improvement of scientific and technological content of construction projects of real estate enterprises and the improvement of production efficiency have laid the foundation.

Fourth, the reform of internal management system. The internal management of real estate enterprises includes organization, human resources, financial management, etc., which should carry out innovation in the management system, which requires enterprises to improve the relevant basis of enterprise management through system regulations, implement system regulations into each management content and management process, and ensure the credibility of the management system.

4. Management methods and means innovation

In the management innovation of real estate enterprises, thought is the foundation, system is the guarantee, and method is the concrete implementation plan of management innovation. To improve the competitiveness of real estate enterprises, it is necessary to improve the internal management efficiency of enterprises and build an efficient enterprise management system through the innovation of systems and methods. For real estate enterprises, the innovation of methods includes management-oriented management method, target management method, landscape management and information management.

People-oriented management is a human-centered management method, which is the basic principle and method of modern enterprise management. Because talent is the main body of system innovation, technological innovation, product innovation, management innovation, etc., is the most important production factors and strategic resources of enterprises. Real estate enterprises are capital-intensive and knowledge-intensive enterprises, which need a lot of decision-making, business, technology development, high-level talent organization and management, and need a lot of high-tech and good talent management. The operation and development of real estate enterprises are based on people. Therefore, in enterprise management, humanizable management methods should be adopted to change the composition of human resources of enterprises, improve the work efficiency of employees, improve their relevant awareness and improve their satisfaction.

Management by objectives is a management idea that combines the development strategy of real estate enterprises with the performance of individual projects and people. It breaks down the enterprise strategy into the goals of different departments and projects, then determines the specific work requirements of each organization, individual and construction process according to the goals, requires related personnel and construction content to work

according to the goals, and finally tests the work efficiency with the goals. This management method can ensure that in the management of real estate enterprises, personnel and projects are in a state of self-restraint and self-inspection, and ensure the realization of the development strategy of real estate enterprises.

Landscape management is a modern enterprise management innovation based on landscape science, which emphasizes the harmonious relationship between human and nature, and improves the working comfort of employees by creating management methods that meet the characteristics of enterprises and meet the external environmental needs of employees.

In the existing knowledge management, network has become an important area for enterprises in this era, that is, enterprises need to improve the overall wisdom to cope with this dynamic market, so as to improve the ability to create information.

The sustainable development of real estate enterprises is related to the development of national economy. If real estate enterprises want to develop better, they must pay attention to macro policies and dynamic market economy. In order to make our economy orderly growth, real estate enterprises should accelerate the pace of development. This paper analyzes the advantages and disadvantages of real estate enterprises, and puts forward the strategy of strategic management innovation of real estate enterprises by innovative management portfolio theory.

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RESEARCH ON PERFORMANCE MANAGEMENT OPTIMIZATION OF SALES SPECIALISTS IN REAL ESTATE AGENT COMPANY

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ABSTRACT

The real estate industry plays a key role in economic development and is important for economic growth, urban development and personal wealth. As an important intermediary in the real estate industry, the real estate agency industry is responsible for promoting sales and leasing transactions, and is closely related to People's Daily life. In this industry, performance management is a key component that has a significant impact on a company's performance and the motivation of its sales force. Taking sales specialists of real estate agents as the research object, this paper explores the existing problems and reasons of performance management of sales specialists through questionnaires and in-depth interviews. The company's performance management system has problems such as single performance appraisal, unfair performance appraisal, poor communication and untimely feedback, and inadequate use of appraisal results. These problems mainly stem from over-emphasis on results and performance, vague performance appraisal standards, lack of employee participation, lack of effective communication and feedback mechanism, and insufficient understanding of performance management. In order to solve these problems, this study combined with expert in-depth visit, put forward a series of specific optimization suggestions. It is suggested to use the key indicator performance combined with the balanced scorecard concept to evaluate the performance of sales professionals in multiple dimensions. At the same time, it is suggested that real estate agency companies strengthen organizational

management, strengthen data collection and analysis, build a continuous and effective feedback and appeal system, and enhance cultural publicity protection.

Keywords: *Performance Management , Sales Specialist , Real estate agency*

INTRODUCTION

Since the reform and opening up, the real estate industry has been booming, which has had a wide impact on many related industries, including the real estate agency industry. With the government's introduction of a series of "housing not speculation" policies, the market has shown a steady and healthy development trend. However, this has also led to the compression of real estate profits, which has a certain impact on the agency. As an important part of the real estate industry, the real estate agency plays a key role in the market competition. In order to maintain competitive advantage and continue to grow, real estate agency companies need to carry out effective performance management.

Performance management is a management method that aims to improve the overall performance of an organization by setting clear goals, developing effective performance indicators and implementing performance evaluations. However, in practice, real estate agency companies face a series of challenges and problems. First of all, the volatility of the real estate market makes the operating environment of the agency complex and changeable. Secondly, the number of sales specialists in the agency company is large and the individual differences are large, so how to effectively evaluate and manage the performance of sales specialists is also a difficult problem. In addition, agencies also need to face personalized and constantly changing customer needs, and need to flexibly adjust business strategies to adapt to market needs. All these factors have an important impact on the effectiveness and feasibility of the performance management of sales specialists in real estate agency companies, so it is necessary to conduct in-depth research on them in order to put forward corresponding improvement and optimization strategies.

As the core of the company, the sales specialist plays an important role in the development of the company. The management of sales specialists directly affects the company's operating conditions and market competitiveness, which also puts forward higher requirements for the performance management of sales specialists. First of all, the duties of a

sales specialist involve many aspects, including but not limited to customer visits in the sales process, sales negotiations, contract signing and other work content. Each sales position has different work priorities and objectives for employees, so the work content is also different, so it is necessary to clearly plan and allocate the work content and objectives of sales professionals. On the other hand, the work of the sales specialist needs to coordinate with other departments and establish a good internal communication mechanism and cooperation mechanism to avoid the obstruction of information between departments and affect the overall operation of the company.

There are a series of problems and challenges in the performance management of sales specialists in real estate agency companies, which need to be strengthened and reformed. Therefore, the purpose of this study is to explore how to improve the company's market competitiveness and service level by optimizing the performance management of sales specialists.

OBJECTIVE

The performance management of sales professionals in traditional real estate agency companies often only focuses on assessing the sales achievements of employees, and lacks other indicators, such as peripheral performance and code of conduct. This results in a lack of comprehensiveness and does not give a full picture of the employee's performance. In addition, in the process of performance management, traditional real estate agencies usually lack substantive communication and feedback, and many employees cannot understand and accept the setting of performance indicators, or even find effective ways to appeal, which greatly reduces employees' trust in the organization, and thus affects employees' work motivation and work quality. This paper takes the real estate agency company as the research object and uses a series of research methods to conduct an in-depth analysis of the current situation and problems of the performance management of the sales staff of the real estate agency company. The purpose of optimizing the research on the problems is to establish a more scientific and perfect management system and improve the standardization and transparency of management. Help management identify problems and correct deviations in a timely manner to improve overall management and achieve better sales and business results.

In addition, by optimizing performance management, establishing links to personal goals and development plans, helping employees to clarify their own growth direction, and providing appropriate training and development opportunities, improving employees' work ability and skills, and enhancing employees' job satisfaction and loyalty. In general, through effective performance management, real estate agency companies can achieve business growth, staff development and overall competitive advantage.

METHODOLOGY

1. Case study method

This study takes case study method as the main research method. Case study method is a research method to study a certain phenomenon. Its basic idea is to conduct in-depth and comprehensive investigation and analysis of representative actual cases in order to draw general conclusions and regular understanding. In this study, we choose a real estate agency company as the research object, through the performance management of its sales staff case study, in-depth understanding of its specific situation and practical application effect.

2. Literature method

This study obtains more comprehensive information and knowledge by referring to literature, books and reports in related fields, so as to understand the current situation and optimization methods of sales personnel performance management. The access to literature materials can be through the library books, journals, etc., but also through the Internet academic paper library, e-books and other ways to obtain. In the research, the literature on performance management, key indicators performance, balanced scorecard and so on is mainly consulted. Through the reading and analysis of various literature, we can gain an understanding of the advantages and disadvantages of different performance management modes, obtain the general rules of performance management for enterprise sales personnel, understand the importance and incentive methods of employees, and find a performance management plan suitable for the actual situation of the company. In this process, we can also learn from history and cases, learn from the excellent experience and shortcomings of other

companies, and further improve and optimize the performance management system of sales professionals in real estate agency companies.

3. Survey method

This study also adopts the survey method, and obtains the opinions and suggestions of the sales specialists of real estate agents on the current performance management through questionnaire survey. The target of the investigation mainly includes the employees of the sales department, the management and some related departments. The questionnaire is mainly divided into two parts: the basic information of employees and the performance satisfaction survey, covering the evaluation of the performance management system, views on the performance appraisal indicators, satisfaction with the performance appraisal process, recognition of the reward and punishment mechanism, and expectations for the improvement of performance management. Through collecting, sorting out and analyzing the questionnaire data, we can get an understanding of the actual needs and difficulties faced by employees in performance management, and provide a scientific basis for putting forward a reasonable optimization plan. The advantage of the survey method is that it can quickly collect a large amount of data and reflect the true opinions of employees, while also reducing subjectivity and bias. At the same time, this method also has its limitations, such as limited sample size, and the design and analysis of questionnaires require professional knowledge. Therefore, it is necessary to pay attention to the selection of samples, the design of questionnaires and the scientificity of analysis methods when using the survey method.

4. Interview method

In order to better clarify the reasons for the performance management problems of sales specialists in real estate agency companies, this study also adopts the interview research method. During the interview, we selected 10 people from different positions within the enterprise, including sales specialist, sales supervisor, sales director, sales management specialist and human resources director. The content of the interview includes interviewees' views, experiences and viewpoints on performance management, such as their understanding of the importance of performance management in the organization, and the factors leading to the success or failure of performance management.

RESULTS

The real estate sales agency company structure mainly includes marketing center, support center and strategic development center. At present, the total number of real estate agents is 298, the number of Marketing Department has reached 267, and the total number of the other two departments is 31, and the number of Marketing Department accounts for 90% of the total number of the company. It is not difficult to see from the number of staff in the Marketing Department that the Marketing Department is the largest and most populous department within the real estate agency company. From Table 1.

Table 1 Descriptive statistics

Demographic variable	Category	Percent(%)
Sex	Male	42%
	Female	58%
Age	20-29	71%
	30-39	25%
	40-49	2%
	50-59	2%
	Junior college and below	76%
Educational level	Bachelor	23%
	Master	1%
	Within 1 year	34%
Working years	1 year—2 years	43%
	More than 2 years	23%
level of position	Sales specialists	80%
	Supervisor/Manager	16%
	marketing director	4%

Through questionnaire survey, this study can more accurately grasp the overall situation of the current sales specialist performance management in real estate agency companies, fully understand the sales specialist's views and experience on performance management, so as to identify and solve the problems in performance management. Email the questionnaire to the sales officer of the real estate agency and provide a link to complete the questionnaire online. Post the questionnaire link on the company's internal platform, and employees can fill in the questionnaire on the company's internal platform. Employees can also pick up paper questionnaires at the office, fill them out and return them. Considering the number and job structure of sales specialists in real estate agency companies, the number of questionnaires was increased as much as possible to ensure the representativeness of questionnaire samples and the reliability of survey data. In this study, a total of 208 questionnaires were issued and 202 were recovered, of which 201 were valid.

According to the data obtained from the questionnaire survey, the following main problems are found in the performance management of sales specialists of real estate agents:

1. Performance appraisal has a single perspective.

The question is “*Is the current performance management system clear and reasonable?*” Employees' satisfaction with the clarity and rationality of the current performance management system is expressed as follows: 18% of employees have a very negative attitude, 50% have a negative attitude, 21% have a neutral attitude, and 2% have a very positive attitude. It is clear that 68% of employees believe that the current performance management system lacks clarity and rationality, which reflects the real thoughts of employees and reinforces the urgency of optimizing the performance management system.

The question is “Does the performance management system objectively reflect the work results?” Only 4% of employees think the system is very good and 12% think it objectively reflects their work results. In contrast, 8%, 47% and 29% of employees said they were very unable, not able and average, respectively. Therefore, 55% of employees believe that the current performance management system can not objectively reflect their work results. One of the main reasons that performance management can not reflect the work results is the single assessment Angle. If performance management focuses on a certain indicator or

a certain aspect, ignoring other important work results, it will lead to the failure to evaluate the performance of employees comprehensively and accurately. Too single assessment perspective may lead to too one-sided evaluation results, can not truly reflect the overall quality of work and results of employees.

2. The unfairness of the assessment criteria

The question is “Satisfaction with the current performance management system?” Nineteen percent were very dissatisfied, while 49 percent were dissatisfied. Eighteen percent were moderately satisfied and only three percent were very satisfied. This result shows that there are some obvious problems and deficiencies in the current performance management system. One of the most obvious problems is that a considerable proportion of employees have expressed dissatisfaction and dissatisfaction with the performance management system.

The question is “Do you find that any colleagues are dissatisfied or leave due to poor performance results?” Thirty-three percent of respondents said they had a high number of colleagues who were unhappy or had left their jobs due to poor performance results, while 21 percent said they had a high number of colleagues. Another 29 percent said they have an average number of colleagues who are unhappy or have left due to poor performance results. Sixteen percent of respondents said they had no close colleagues who were unhappy or left because of poor performance results, while only one percent said they had no close colleagues at all.

These data show that a considerable proportion of employees feel inadequate or quit because of poor performance results, and most of the interviewees are aware of the dissatisfaction or resignation of colleagues around them. Employees may feel that performance results are unfair, inaccurate, or not rewarded or recognized as they should be, which can affect their motivation and willingness to stay.

3. Poor communication and poor feedback

The question is “Communicate fully with my supervisor when setting performance indicators?” When it comes to setting performance indicators, 22 percent of respondents say they don't get enough communication at all. A further 43 per cent said they were not in touch with their superiors when setting performance indicators. Another 22 percent said they had an

average level of communication with their supervisors when setting performance indicators. A further 12% of respondents said there was a lot of communication in setting performance indicators, while only 1% said there was a lot of communication in setting performance indicators. 65% of the respondents believe that their superiors do not fully communicate with them when setting performance indicators, which may cause employees to be unaware of the process and requirements of performance evaluation, or unable to understand and accept the setting of performance indicators, which will have a negative impact on employees' work motivation and performance results.

The question is “Can you find an effective way to complain if you feel that your assessment is unfair?” As for whether they could find an effective way to appeal when they felt that the assessment was unfair, 3% of respondents said they had never found an effective way to appeal, and 18% said they had not found an effective way to appeal. A further 55 per cent said they had an average level of effective recourse when they felt assessed unfairly. Another 17 percent said they were able to find an effective avenue to appeal in most cases, while only 7 percent said they were able to find an effective avenue to appeal all the time. These figures indicate that employees are dissatisfied with the lack of a timely and effective way to complain. The majority of respondents said they could find an average level of effective avenues for complaint when they felt assessment was unfair, which may indicate that the organization provides some avenues for complaint, but there is still room for improvement, such as insufficient feedback to meet employees' needs for fairness and satisfaction in a timely manner.

4. The assessment results are not fully used

The question is “Does the current performance system promote my growth and career development?” Specifically, 13% of respondents believe that performance systems do not promote at all, and 33% believe that performance systems do not do a good job of promoting growth and career development. In addition, 26% of respondents believe that the performance system can promote their growth and career development to some extent, while 18% of respondents say that the performance system can have a positive impact on their growth and career development. Only 10% of respondents believe that the performance

system can fully promote their growth and career development. These data show that there is a certain gap between the current performance system and the growth and career development of employees. A significant proportion of respondents believe that the performance system does not meet their development needs.

The question is “Are the results fully applied in promotion and compensation and training?” Employees are not satisfied with the use of appraisal results in promotion, compensation and training. 11% of respondents said they were not used at all, 43% said they were not used at all, 24% said they were used somewhat, 19% said they were used a lot, and only 3% said they were used a lot. This indicates that there is a shortfall in the organization's use of test results. Such underuse may cause employees to question the significance and value of the performance appraisal, as well as the fairness and transparency of the performance management and promotion mechanism. The full application of assessment results is essential for employee development and motivation. Failure to pay timely attention to and improve the use of evaluation results in promotion, compensation and training will reduce employee satisfaction and engagement, and create feelings of inequity and disappointment, which will not achieve the performance and business objectives of the organization.

Through questionnaire survey, this paper analyzes the performance evaluation of sales specialists of F Real Estate Agency Company, and finds the following problems: single performance evaluation Angle, unfair performance evaluation, lack of effective communication and feedback mechanism, and insufficient use of performance results. Through in-depth interview analysis, it is concluded that the main reason for these problems is that the company has insufficient understanding of the concept and method of performance management, resulting in poor performance management.

Specifically, the company has problems in performance management, including overemphasis on results and performance, insufficient understanding of performance management, and failure to establish a scientific performance appraisal index system, resulting in a single perspective of performance appraisal and unfair evaluation results. In addition, the company lacks a sound communication and feedback mechanism, and lacks employee participation in the assessment process, so it cannot collect feedback from

employees in time, nor can it give specific suggestions and improvement measures, resulting in low satisfaction of employees with the current performance system. Finally, the company's performance appraisal benchmark is fuzzy, and there is no sound appraisal system and standard process, which affects the accuracy and fairness of the performance appraisal results, resulting in the failure to make full use of the appraisal results. These problems have seriously affected the company's performance management work, and have a negative impact on the enthusiasm and work efficiency of employees.

Therefore, in order to improve the company's performance management and the enthusiasm of employees, the company needs to introduce scientific performance management concepts and methods, establish a sound performance appraisal system, formulate clear performance objectives and appraisal indicators, and establish a sound communication and feedback mechanism. Through timely understanding of employees' feedback and providing specific suggestions and improvement measures, employees can increase their recognition of performance appraisal results and improve their trust in the company's performance management.

CONCLUSION AND FUTURE WORK

1.Strengthen organizational management

Real estate agency companies need to establish a clear organizational structure, including performance management team, appraisal committee, performance management director, etc., who will be responsible for different aspects of the work, so as to ensure the effective operation of the performance appraisal system. The performance Management team will be responsible for handling the daily performance management affairs to ensure the smooth progress of the assessment process and the accurate entry of data. The appraisal committee is responsible for reviewing and approving the performance appraisal program to ensure the fairness and rationality of the program. The Performance Management Supervisor will be responsible for developing and implementing performance management policies and

processes, and coordinating and communicating with all departments to ensure the smooth running of performance management.

A clear division of Labour and distribution of responsibilities among these positions helps to ensure transparency and fairness in the performance appraisal system and to avoid abuse of power and unfair treatment. Through the establishment of such an organizational structure, real estate agency companies can improve the work motivation and investment of employees through effective performance appraisal implementation and management, and then improve the overall performance level. Secondly, real estate agency companies need to establish and strengthen the performance management process, including performance evaluation, performance goal setting, staff training, performance feedback and reward. Real estate agencies also need to strengthen information disclosure and communication, establish an open and transparent communication mechanism between employees and management, which helps employees better understand and agree with the performance appraisal system, and promote trust and cooperation between the company and employees. Real estate agencies can open up information such as the company's strategic direction, performance management policies and processes to employees through internal meetings, so that employees can better understand the company's expectations and requirements, and provide them with reference and guidance.

2.Strengthen data collection and analysis

Consider introducing automated tools and systems to collect and process performance data. Through the use of specialized performance management software or CRM systems, sales data and key performance indicators for salespeople can be directly uploaded and recorded, reducing the time cost of manual operations and data entry. Automated tools can also provide just-in-time performance analysis and reporting capabilities so that management can keep abreast of the performance of the sales team.

The setting of performance appraisal indicators should ensure that they can objectively reflect the performance and results of sales personnel. By working closely with sales people to understand their specific workflows and key tasks, and referring to established industry standards and best practices, metrics are quantified and clarified to facilitate data collection and analysis.

Continuous training and improvement of relevant personnel's data analysis ability is also very necessary. Provide training courses, workshops or online educational resources to help them improve their ability to collect, analyze and interpret data, so that they can better understand and use performance appraisal data to improve their work and achieve better performance.

3.Establish a continuous and effective feedback and complaint system

In performance appraisal, feedback is an important management tool. Through performance feedback, managers can convey their understanding of their performance and performance level in the work to the examinees. At the same time, the examinee can also object to their own performance evaluation through the appeal system, and get further explanation and feedback. Through this way of communication, employees can have a clearer understanding of their performance in the performance evaluation, and managers can also understand the problems and difficulties employees face in the work. This feedback and complaint system helps to enhance the trust and cooperation between employees and managers, so as to better improve the accuracy and fairness of performance appraisal. In addition, this continuous and effective feedback and complaint system can not only provide employees with opportunities for improvement and development, but also help managers better understand and meet the needs of employees, and improve their job satisfaction and participation. Through effective communication and feedback, the performance appraisal process will be more interactive, providing strong support for employees and managers to achieve continuous development and progress together.

4.Enhance cultural publicity

Cultural propaganda plays a very important role in the implementation of a certain policy of a unit or enterprise, and the educational influence can be achieved imperceptibly through propaganda. Performance management in the organization's work performance and objectives. At present, many employees in the company have not formed a strong sense of performance management in their hearts, and they do not regard the completion of performance objectives as an important part of their work. However, cultural publicity plays a very important role in the impact and function of performance management.

First, by propagating the core values and expected norms of behavior of the organization, cultural propaganda can shape and transmit correct values and norms of behavior. When employees understand and agree with these values and principles, they can better understand the work goals and expectations, and strive to achieve performance goals in the right way. Secondly, a good organizational culture can enhance employees' sense of identity and belonging to the organization. This sense of identity and belonging can motivate employees to actively participate in performance management activities, give full play to their personal abilities, and work hard for the goals of the organization. In addition, cultural promotion also helps to promote communication and cooperation. By promoting the organization's communication and cooperation culture, employees are able to better understand and respect each other's opinions and perspectives, strengthen teamwork, and communicate and coordinate well when achieving performance goals. Finally, a good organizational culture can create a positive working atmosphere.

To sum up, cultural publicity plays an important role in performance management, which can promote the performance management of an organization to achieve good results by shaping correct values and norms of behavior, enhancing employee identity and belonging, promoting communication and cooperation, and creating a positive working atmosphere.

The shortcoming of this study lies in the lack of detailed explanation on the selection and formulation of key indicators. The process of selecting and developing key indicators is only briefly mentioned, without in-depth analysis of the relevant methods and techniques. Due to the Therefore, in order to better apply the performance of key indicators, the paper can expand this part and discuss in detail how to choose And develop key metrics to ensure they align with the organization's strategic objectives and the actual work context of employees. In addition, The paper does not deeply discuss the method of performance appraisal improvement. Performance appraisal is a dynamic process and needs to be Continuous improvement and optimization. Therefore, it is possible to explore in the paper how to use continuous feedback mechanism, employees To improve the effectiveness and reliability of performance appraisal by means of participation and suggestion, and revision of evaluation criteria.

5. Research future prospects

In the future, Although this paper puts forward a series of suggestions and measures to optimize the performance appraisal of sales specialists in real estate agency companies, there are still many aspects that need to be further studied. The following are some research prospects: First, the selection and setting of performance appraisal indicators can be further discussed. Although this paper redesigned the performance appraisal indicators for sales professionals of F real estate Agency Company, there may be differences in the appropriate performance appraisal indicators for different types of enterprises, so it needs to be further discussed according to the specific situation. Secondly, this paper puts forward some suggestions for the application of performance appraisal results, but for the actual effect of these suggestions

Further research and validation is needed to determine whether these recommendations can actually improve the effectiveness of performance reviews.

Third, we can further explore how to effectively implement the performance management system. Some safeguards are proposed in this paper, but how to effectively implement these recommendations to ensure the desired effects will require further research and practice. Fourth, the impact of performance management on employee behavior and organizational performance can be further studied. This paper focuses on how to optimize performance management, but the impact of performance management on employee behavior and organizational performance is a complex issue that needs more in-depth research and analysis in order to better guide practice.

To sum up, the optimization of performance management of sales specialists in F real estate Agency Company is a complex issue that needs continuous research and practice. The suggestions and measures proposed in this paper are a preliminary attempt, but more exploration and practice are needed to promote the continuous improvement and optimization of performance management.

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STUDY ON INFLUENCING FACTORS OF ONLINE CELEBRITY ANCHORS ON CONSUMERS' PURCHASE INTENTION

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ABSTRACT

With the rapid development of the Internet and the popularity of social media, Internet celebrities (net celebrities) have become a type of public figures who attract much attention in today's society. With their unique charm and appeal, they have accumulated a large number of fans and followers on the online platform. At the same time, with the rise of e-commerce, online shopping live room has gradually become a new way for consumers to obtain commodity information and purchase products. In this environment, webcast as the core role of live shopping, their characteristics and interaction may have an important impact on consumers' impulsive purchase intention. The purpose of this study is to investigate the influence mechanism of online celebrities and anchors on consumers' impulsive purchase intention among consumers who watch online shopping broadcast rooms and participate in online celebrity anchors. At the same time, this study will also consider the characteristics of Internet celebrities (popularity, attractiveness) and interaction (response, interest) as independent variables to explore the impact of online celebrity live broadcasting on consumers' impulsive purchase intention.

In order to better explain the influence mechanism of online celebrity anchors on consumers' impulsive purchase intention, this study uses SOR theoretical model as the basis, adopts qualitative and quantitative research to establish the influence mechanism model between the influence of online celebrity anchors and the pleasure emotion, arousal emotion and impulsive purchase intention. First, Questionnaires are designed by conducting preliminary interviews with individual Tiktok celebrity anchors and some audience

consumers about impulse buying and summarizing questions. Secondly, by referring to relevant literature, the maturity scale of questionnaire dimension was selected, pre-inspection was carried out before formal investigation, and the reliability and validity of pre-investigation was processed by retrieving questionnaires, which showed that the questionnaire quality was more credible. Thirdly, it is issued to consumers who have had impulsive purchasing behavior. Finally, the questionnaire star was distributed online, the questionnaire paper was recovered, and 410 data were collected through investigation and analysis. SPSS20.0 software was used to describe, reliability and validity of the data and empirical analysis, and the conclusions were drawn as follows: 1. The influence of Internet celebrity anchors has a positive impact on impulsive purchase intention; 2. The influence of network celebrity anchors has a positive impact on pleasant emotions; 3. The influence of network celebrity anchors has a positive effect on arousing emotions; 4. Emotion has a positive impact on impulsive purchase intention.

Keywords: Internet celebrity anchors, Interactivity, Internet celebrity host marketing effectiveness, Emotions, Consumer impulsive buying intentions

INTRODUCTION

Low threshold and low cost are the main characteristics of e-commerce live marketing, which is favored by enterprises and has become one of the main ways of enterprise marketing. The academic community is also increasingly concerned about e-commerce live broadcast, because the presentation of live content directly affects consumers' impulsive purchase intention. Previously, live broadcasting was mainly a business model such as Internet celebrities interacting with the audience in the live broadcast room and receiving tips. However, with the rapid growth of the Internet and the transformation of the consumption structure, a new live broadcast industry model has gradually taken shape - "e-commerce live broadcast", which not only rewards the audience, but also adds the function of live broadcast purchase. Since 2015, major online shopping platforms have continuously refreshed sales records in shopping festivals through e-commerce live broadcast mode. Through the analysis, it can be seen that the common core point of the head broadcast room is that the anchors have accumulated certain popularity on the network platform to which they belong.

At present, there are some factors that affect consumers' impulsive purchasing behavior, including the external environment of online shopping, personal characteristics, interactivity and so on. However, how their popularity, attractiveness and interactivity affect consumer sentiment and generate impulsive consumption when selling live is something that needs to be explored in depth. Consumers' impulsive buying behavior is also affected by personal emotions, and emotional arousal and pleasure are directly related to consumers' impulsive buying. Through emotion analysis, we can more clearly understand the influencing factors of individual impulsive buying in the context of network celebrity anchors. Therefore, this paper mainly starts with impulsive consumption intention and explores its correlation with impulsive purchase intention, consumer sentiment, the influence of Internet celebrity anchors, that is, the interaction and the characteristics of Internet celebrities.

Through in-depth research, enterprises can better understand the key factors and success factors of influencer marketing. These Revelations and suggestions can help enterprises develop more effective marketing strategies for network celebrity anchors and help them achieve better market performance. To sum up, this study aims to investigate the influence mechanism of the influencer, that is, the characteristics of influencer (popularity, attraction) and the interactivity of influencer (responsiveness, interest), on consumer sentiment and impulsive purchase intention among the consumer groups who watch online shopping broadcast rooms and have the participation of influencer. In addition, the moderating variable was set as impulsivity trait in the study of their relationship.

OBJECTIVE

In the "Internet celebrity economy", Internet celebrities play a major role, and they have excellent ability to bring goods. It is of great significance to know which characteristics of net celebrities have an impact on the emotions and purchasing behaviors of the consumers in the broadcast room, and to build the broadcast room and choose the brand. Internet celebrity anchors have distinct characteristics, such as popularity, attractiveness and interactivity, which will have an impact on the emotions and purchasing behaviors of consumers in the broadcast room. Good interaction can enhance the shopping environment and promote product sales. However, the existing research on the influence of the interactivity of Internet

celebrity anchors as a multidimensional variable on consumers' emotional response and impulsive purchase intention is still limited. This paper aims to explore the influence of network celebrity anchors, namely the influence mechanism of popularity, attraction and interaction of network celebrities on consumers' psychological emotions and impulsive purchasing behaviors. The specific research objectives are as follows: 1. The relationship between the characteristics of Internet celebrity anchors and consumer sentiment and impulsive purchase intention; 2. The relationship between emotions in network broadcast and consumers' impulsive purchase intention; 3. Explore in depth whether impulsive traits mediate between mood (arousal, pleasure) and impulsive purchase intention.

E-commerce live broadcasting is a form that integrates online and offline elements, which can enhance the consumer experience of customers and positively influence their purchasing behavior. However, the current research on e-commerce live broadcasting mainly focuses on the design of live broadcasting platform, live broadcasting mode and legal supervision, and the research on consumers' impulsive purchase intention is relatively limited. Starting with consumers' impulsive purchase intention, this paper explores the influencing factors of consumers' impulsive purchase intention on the basis of theoretical exploration. Meanwhile, the intermediary variable emotion is introduced into the research on the influence relationship between consumers' impulsive influence factors and Internet celebrity anchors. From a specific point of view, the main contents of this study include: to study the relationship between consumers' impulsive purchase intention and the influence of network celebrity anchors, to study the correlation between consumers' impulsive purchase intention and the influence of online celebrity anchors, and to explore the positive effect of emotion on impulsive purchase intention.

METHODOLOGY

1 Literature research method

Literature research method is a method to obtain information and research problems by consulting, collecting and analyzing relevant literature. In the field of scientific research, literature research is a commonly used research method, which can be used to explore and understand the current situation, history and development trend of a certain field.

2 Empirical research method

Empirical research is a method that aims to test or support research hypotheses by collecting and analyzing objective data. Based on SOR theoretical model, the hypothesis is proposed and the mediating variables are determined. On this basis, the empirical analysis is carried out.

3 Questionnaire survey method

This paper uses 5-level Likert scale rule to design the questionnaire options. As a whole, the questionnaire can be divided into the following parts: The first part is used to collect the basic information of the respondents; The second part explores the influence of the network celebrity anchors and conducts investigation and research; The third part explores the relationship between emotions and consumers' impulsive purchase intention, and raises questions for research. The fourth part measures impulse buying intention. For subsequent data analysis, we will use the Questionnaire Star platform to distribute and collect questionnaires.

4 Statistical analysis

Statistical analysis was carried out on the data obtained from the questionnaire, mainly using SPSS20.0 software and processV4.1 software. Specifically, the results were verified by means of validity test, reliability analysis and regression analysis, so as to ensure the authenticity and effectiveness of the questionnaire and improve the accuracy of the research. Through analysis, we can further understand the significance and results of the research data.

RESULTS

There is a close relationship between consumer impulsivity and the influence of Internet celebrity anchors, and these relationships are related to individual consumer behaviors and other factors. According to the relationship between the factors, this paper puts forward some relevant research hypotheses, as follows:

1.Impulsive buying trait: Consumers' impulsive buying trait refers to their tendency for instant gratification and impulsive spending. This trait is somewhat relevant to the marketing strategy of Internet celebrity anchors, because Internet celebrity anchors often

stimulate consumers' impulse purchase desire through attractive images, product displays and recommendations.

2. Pleasant mood: the content and image of network celebrity anchors can often bring pleasant mood to the audience. This happy mood is conducive to enhancing the positive feelings of consumers, so that their impulsive purchase willingness is enhanced.

3. Evoke emotions: influencer marketing often evokes consumers' emotions by creating a sense of urgency, uniqueness and scarcity. These emotions can increase the probability that they will act immediately and make impulsive purchases.

4. Impulse purchase intention: The influence factors of network celebrity anchor marketing and the above factors work together to strengthen consumers' impulse purchase intention. Consumers experience pleasure, arousal and impulse to buy, which makes them more likely to show the tendency of impulsive buying.

It is important to note that these associations can be influenced by individual differences and other factors, so there may be some variability in the study. The hypotheses question as follows:

H1: The influence of Internet celebrity anchors has a certain impact on consumers' impulsive purchase intention, and is positively correlated.

H2: The influence of network celebrity anchors has a significant impact on consumers' happiness, and there is a positive relationship.

H3: The influence of Internet celebrity anchors has a significant impact on consumer arousal, and there is a positive relationship.

H4: In network broadcast, consumers' impulsive purchase intention is influenced by emotions (arousal and pleasure), and there is a positive effect.

H5: The influence of Internet celebrity anchors and consumers' impulsive purchase intention are influenced by the mediating variables of pleasure emotion.

H6: The influence of online celebrity anchors and the influence of consumers' impulsive purchase intention on evoked emotional mediating variables.

H7: In the influence of influencers on happy mood, impulsive buying traits play a moderating role.

H8: In the influence of influencers on arousing emotions, impulsive buying traits play a moderating role.

In this part, the basic situation of the test subjects is analyzed by demographic survey. The questionnaire content involved gender, academic calendar, monthly income, occupation, online shopping frequency and other personal basic information, and a total of 410 valid questionnaires were collected. The following is the basic information of the respondents to describe the statistics. From Table 2.

Table 1
Descriptive statistics

Demographic variable	Category	Quantity (persons)	Percent(%)
Sex	Male	146	35.6%
	Female	264	64.4%
Age	Under 18	18	4.4%
	18-24	258	62.9%
	25-30	91	22%
	Above 30	43	10.7%
Educational level	High school and below	155	37.8%
	college	226	55.1%
	Bachelor	18	4.4%
	Master	11	2.7%
	Students	18	4.4%
	Teachers	304	74.1%
Occupation	Enterprise staffs	24	5.9%
	civil servant	8	53.3%
	self-employed	29	7.1%
Average monthly	0-3 times	96	23.4%

frequency of online shopping	4-6 times	138	33.7%
	7-10 times	112	27.3%
	More than 10 times	64	15.6%
	Under 3000 Yuan	35	8.5%
	3000-6000 Yuan	59	14.4%
	6000-10000Yuan	173	42.2%
Monthly income	More than 10000Yuan	143	34.9%

In the study of consumer purchase intention, we can find the following specific characteristics of purchase intention:

Gender distribution: Female consumers have a clear advantage in numbers, accounting for 64.4% of the total sample, which may be because women are better at presenting themselves and attracting attention on social media.

Age distribution: The largest number of consumers were 18-24 years old, accounting for 62.9% of the total sample, suggesting that the younger generation is more likely to become consumers and influence the purchasing decisions of its followers.

Occupation distribution: online shoppers occupation teachers more, accounting for 74.1%. This may be because teachers have a wealth of knowledge and expressive skills to attract students' attention and influence their buying behavior.

Education distribution: The proportion of consumers with college degrees is the highest, reaching 55.1%. This may indicate that people with a college education are more likely to find products that meet their personalities and characteristics through online platforms, and thus become consumers.

Average number of online purchases per month: Most consumers make 4-6 or 7-10 online purchases per month, accounting for 33.7% and 27.3% respectively. This shows that consumers have a high degree of acceptance of online shopping and regard it as an important channel for daily consumption.

Monthly income distribution: The monthly income of most consumers is between 6,000 and 10,000 yuan, accounting for 42.2%. In addition, the number of consumers over 10,000 yuan is also large, accounting for 34.9%. This indicates that online shopping consumers are a group with a relatively high level of income.

To sum up, the characteristics of consumers' purchase intention are mainly manifested as a high proportion of women, a clear trend of youth, a teacher-led occupation distribution, a majority of college graduates, frequent online shopping every month and a high income level.

After data collection, reliability and validity analysis, correlation analysis among variables and regression analysis among variables, the following results are obtained. From Table 2.

Table 2
Null hypothesis summary explanation table

Hypothesis	effectiveness
H1: The influence of celebrity anchors has a positive impact on impulsive purchase intention	True
H2: The influence of network celebrity anchors has a positive effect on happiness	True
H3: The influence of network celebrity anchors has a positive effect on arousing emotions	True
H4: Emotion has a positive effect on impulsive purchase intention	True
H5: Mediating test of the influence of happy emotions on online celebrity anchors on impulsive purchase intention	True
H6: Mediating test of the influence of evoking emotions on online celebrity anchors on impulsive purchase intention	True
H7: An examination of the influence of impulsivity on pleasure adjustment of Internet celebrity anchors	False
H8: An examination of the influence of impulsivity on arousal of Internet celebrity anchors	False

Through the description of basic demographic variables, the data collected by the questionnaire were analyzed to form a basic demographic portrait. Put forward targeted suggestions for different groups combined with project research purposes. Through the independent sample t test of difference test or the one-way analysis of variance, it can be found that people with monthly income of 6000-10000 yuan have the highest impulse purchase intention. Even more than the monthly income of more than 10,000 people. This conclusion has certain inspiration for online shopping e-commerce. It is inferred that people with a monthly income of more than 10,000 yuan may be more rational in consumption with the increase of income. If online e-commerce wants to improve consumers' impulse purchase willingness and increase turnover, it is most appropriate to choose people with 6,000-10,000 yuan.

After exploring the correlation relationship between the influence of network celebrity anchors and evocative emotions, impulsive buying traits, pleasant emotions and impulsive buying intentions, it is confirmed that there is a positive correlation between the influence of network celebrity anchors and the above four. Multiple linear regression was adopted to analyze the influence of celebrity anchors on impulsive purchase intention, the influence of celebrity anchors on pleasure emotion, the influence of celebrity anchors on arousal emotion, and the influence of emotion on impulsive purchase intention. At the same time, in order to verify the establishment of the intermediary model and verify whether the original hypothesis was satisfied.

The Pearson correlation coefficient obtained by correlation analysis is more than 0.6, and the model is initially judged to be free of multicollinearity. After D-W test and multicollinearity diagnosis of each model, it is found that all models pass the test, indicating that there is no serious autocorrelation and multicollinearity in the model, which will not affect the results of the model. The results showed that the influence of network celebrity anchors on impulsive buying intention, the influence of network celebrity anchors on pleasant emotions, and the influence of network celebrity anchors on arousing emotions and emotions, sig were all < 0.05 , and β coefficients were > 0 , which satisfied the original hypothesis.

Then the existing mediation model is verified. Using the process bootstrap method, it

was found that part of the intermediate effect interval of pleasure and arousal did not contain 0. The mediating test of the influence of happy emotions on online celebrity anchors on impulsive purchasing intention and the mediating test of the influence of aroused emotions on online celebrity anchors on impulsive purchasing intention are both valid. By using the process model6 model to explore the chain mediation effect of the influence of the influencer and arousal on the impulsive purchase intention, the output result found that the confidence interval of influencer, pleasurable emotion, evocative emotion and impulsive purchase intention did not contain 0. It is concluded that the chain mediation effect is valid. Finally, we tested the adjustment test of the influence of impulsivity on the pleasure of the network celebrity anchors and the adjustment test of the influence of impulsivity on the arousal of the network celebrity anchors, and found that the interaction term was not 0, indicating that the adjustment effect did not exist.

CONCLUSION AND FUTURE WORK

As an emerging mode of communication, network broadcast has attracted the attention of a large number of online sellers, investors and enterprises. It has become an important channel for sellers to promote their products and attract fans. The purpose of this study is to explore the relationship between the characteristics of e-commerce anchors and consumers' impulsive purchasing behavior, and put forward the effectiveness path based on SOR model, and analyze it from a new perspective.

In this study, a structural model is constructed to analyze the main factors affecting consumers' impulsive purchasing behavior in e-commerce live streaming. Through analysis, it is found that the influence of network celebrity anchors is positively correlated with consumers' impulse purchase intention. In addition, the more professional the characteristics of the network celebrity anchors are, the more obvious the characteristics are, the more it can enhance the social presence of the viewers. The analysis found that consumer sentiment will influence their impulsive purchasing behavior in the live streaming of Internet celebrities. This means that when consumers feel an interactive and social experience with the host, they are more likely to make impulse purchases during a live stream.

The study highlights the rationality of introducing Internet celebrity anchors. Different from traditional webcasts, Internet celebrities are introduced into the livestreaming process so that they can more effectively use the livestreaming platform to promote products, increase sales and attract target audiences.

In short, the network celebrity anchor has become an important marketing method, and the influence characteristics of the network celebrity anchor have a significant impact on consumers' impulsive purchase intention. By delving into the impact factors of influencer anchors, we can provide valuable insights for businesses and sellers to help them gain an edge in the highly competitive e-commerce market.

Research shows that the influence of online celebrity anchors can significantly affect users' impulsive purchasing behavior. To elicit users' emotional reactions and prevent them from switching or quitting their livestreams, celebrity hosts can take a number of measures.

First of all, establish an intimate relationship between the network celebrity anchor and the user that is similar to "friendship". Celebrity anchors should respond positively to reviews and provide customized information based on consumer needs and interests. In this way, anchors can enhance the interaction with the audience, improve the sense of social presence, and stimulate consumers' purchase intentions.

Second, online celebrity anchors can introduce a reward system to motivate viewers to keep following and participating in live broadcasts. These rewards reward loyal viewers and give them an extra incentive to buy. This interactive mechanism helps strengthen the connection between the anchor and the audience, and creates a positive shopping atmosphere.

In addition, Internet celebrity anchors should pay attention to developing their own style and taste. By showing unique personal charm, anchors can attract more viewers' attention and stimulate their desire to imitate. Personalized style has an important impact on the promotion of corporate brand sales, so e-commerce anchors should pay attention to shaping their own image to attract more consumers. In order to provide viewers with a better viewing experience, network celebrity anchors also need to fully demonstrate their personal charm and stimulate fans' desire to buy. By sharing personal experiences and stories, anchors can build trust with their viewers and increase their buying confidence.

To sum up, by establishing intimate relationships, introducing reward mechanisms, showing personal charm and taking social responsibility, Internet celebrity anchors can effectively improve users' impulsive purchasing willingness. At the same time, by continuously optimizing the livestreaming experience and meeting consumer demand, Internet celebrity anchors can further expand their market share and achieve sustainable business development. In terms of consumers, it is recommended that the network celebrity anchors who often interact and pay attention to get more preferential and more suitable products so as to achieve a win-win situation for everyone.

There are still some inadequacies in this study, and it is hoped that the academic circle can improve them in the future research and continue to broaden the breadth and depth of the research.

The scale design still needs further optimization. Although questionnaire survey was adopted in the process of data collection, Western maturity scale was mainly selected in the verification process. Although the analysis results show that all the indicators of validity and reliability are consistent with the standard, the applicability of these scales may be limited due to the differences between Chinese and Western cultures and the differences in e-commerce models. When translating English scale into Chinese, there may be some problems such as inaccurate translation and incorrect language conversion. The above factors may affect the accuracy of Chinese consumers' understanding of questionnaire options. Therefore, we need to pay special attention to the influence of cultural differences in cross-cultural research to ensure the applicability and effectiveness of the scale.

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RESEARCH ON THE INFLUENCING FACTORS OF PUBLIC PARTICIPATION IN NETWORK BROADCAST MARKETING

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ABSTRACT

Online live streaming marketing, as a relatively novel marketing method in recent years, has been favored by enterprises. On the basis of theoretical argumentation and empirical analysis, this article verifies the model based on subjective norms, interactivity, information presentation, convenience, the fit between enterprises and live streaming, and public participation. A total of 760 valid questionnaires were collected from the public who have participated in online live streaming marketing activities. Software was used to analyze the reliability and validity of the sample data, and structural equation modeling was used to test various hypotheses. The purpose is to understand the main factors that affect customer participation in the network, in order to understand consumer needs and develop new marketing models for enterprises. The ultimate goal is to promote the generation of consumer motivation and make reasonable use of the psychological factors of customers participating in online live streaming. Therefore, enterprises must ensure the effectiveness of information dissemination in the development of online live streaming marketing. Only by maintaining positive interaction with the public, strengthening the ability of enterprises to handle live streaming event information, and ensuring the timeliness and completeness of reporting. The results of this study can provide reference and inspiration for future related research, as well as provide some inspiration for related enterprises to carry out live streaming network marketing activities.

Keywords: Network broadcast, subjective norms; Interactivity; Information

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INTRODUCTION

This research is all about the influencing factors of network broadcast marketing, and this chapter is divided into four sections to explain. Firstly, it starts with the research background and motivation, then expounds the theoretical and practical significance of this research, puts forward the possible innovation points of this research, and finally summarizes the overall research idea and research process of this paper.

Network broadcast is a new type of network social behavior in which network anchors show their highly personalized video content and interaction to users through the carrier of social platforms, so as to provide users with corresponding emotional catharsis. On the other hand, in the process of providing emotional catharsis, the anchor integrates the product information released by the enterprise into the live broadcast content, so as to use the emotional link of consumers to achieve the purchase behavior of related products. Therefore, network broadcast has both the dual characteristics of "content" and "social", and is also the transformation and upgrading of traditional network influence models such as graphics, web pages and video advertisements. In the flourishing situation of network broadcast, enterprises will also encounter certain problems and bottlenecks, which also creates the possibility of realizing the possible theoretical contribution of this study.

About research significance, Today's market competition is changing rapidly, the market environment is extremely fierce, and thousands of companies are facing a serious fact. One of the major issues that they have to think about is how to find suitable enterprises in the increasingly competitive market environment. How to unify its dual roles as an economy and a social body, and how to achieve the win-win goal of corporate profits and social interests is a question that every enterprise should consider deeply. Live marketing usually adopts certain publicity methods, takes consumers into consideration, makes them become a part of the development of live marketing, attracts and cultivates the enthusiasm of consumers to participate, and enhances the interaction between the two sides, so as to cultivate consumers' favorable impression and emotional dependence on the enterprise brand. Subtly change the consumer's feeling of the enterprise psychology, so that consumers form a good impression of

the enterprise brand, and then turn into a strong desire to buy.

This paper creates a good environment for the communication and development of the live broadcast marketing theory in our country. The theoretical value of this study is to supplement the existing research on live broadcast marketing. By combining and studying the existing research results, a measurement questionnaire of various factors of live broadcast marketing is made, and then exploratory factor analysis is carried out, which is structured into three consumption dimensions according to the process of brand attitude formation of consumers. To understand and grasp the correlation between the various factors of live broadcast marketing and these three consumption dimensions, and reveal the influence of those factors on consumer attitudes, in order to promote the development of network broadcast marketing research in China.

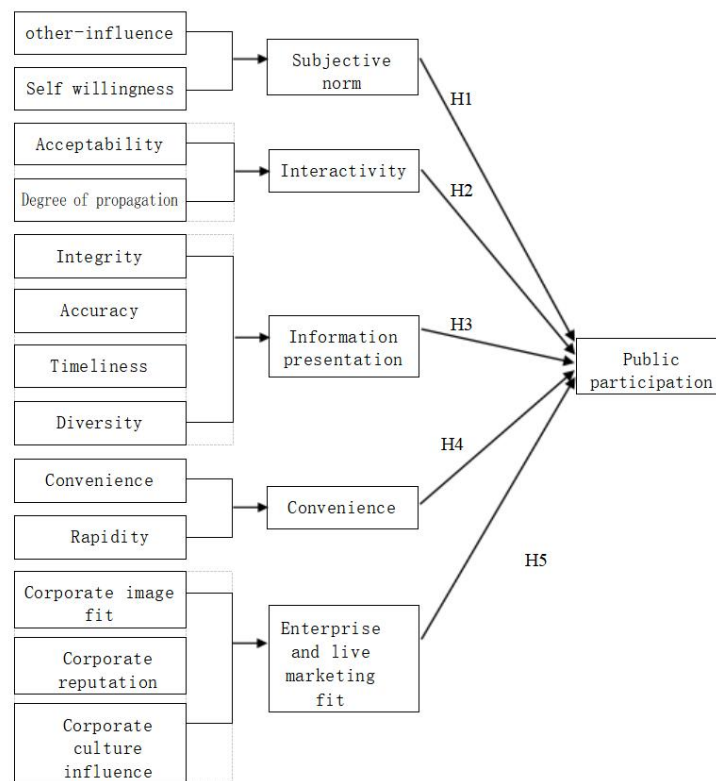
OBJECTIVE

This paper mainly studies the empirical relationship between subjective norms, interactivity, information presentation, convenience, corporate and network broadcast fit and public participation. The experimental results are formed according to the questionnaire, and the research conclusions are formed according to the relevant results. At the same time, according to the practicality of the research process and research results, the practical problems encountered in the organization process and the development direction of future research are proposed. From the perspective of consumers' feelings in live streaming e-commerce, this paper aims to explore the internal and external factors that affect consumers' purchasing behavior, obtain first-hand data through questionnaire survey or interview, explain the relationship between influencing factors and the degree of interaction with data facts, and provide applicable and reasonable effective suggestions for the development of live streaming e-commerce.

METHODOLOGY

Based on the literature, this part explains the research framework, research hypotheses, operational definitions of variables, questionnaire design and data analysis methods.

1. Research framework Figure 1 Research framework



2. Research hypothesis

Public participation also covers content such as participation in network broadcast time, public awareness of network broadcast events, such as direct donation of network broadcast time, sharing of friends, forwarding of friends, and active promotion activities. Considering the interference factors of public participation based on three aspects (sender, transmitter, receiver), that is, the dimensions of public interest fit, convenience enterprise, information presentation, interaction, subjective norms.

So the hypothesis is if:

H1: Subjective norms have a positive impact on public participation in network broadcast marketing.

H2: Interactivity has a positive impact on public participation in network broadcast marketing.

H3: Information presentation has a positive impact on public participation in online public interest marketing.

H4: Convenience has a positive impact on public participation in network broadcast marketing.

H5: The fit degree between enterprises and live broadcasting cause has a positive impact on public participation in online live broadcasting marketing.

3. Questionnaire Design

Table 1
Subjective Standard Questionnaire

Facet	Dimension division	Questionnaire item
subjective specification	Influence by others	More and more friends around me are involved in online network broadcast activities.
		Friends around me support online network broadcast activities.
	Self-willingne ss	The more people who participate in online public network broadcast activities, the bigger the scale, the more attractive they are to me.
		Those who can influence my decision support support me to use the online shopping platform to make purchases.
		I hope that my use of the online shopping platform will be recognized by others.

Table 2
Interactive Questionnaire

Facet	Dimension division	Questionnaire item
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Interactivity	Acceptance	The page is effective in getting feedback from visitors.
		When I click on the link to the page, I feel that I am getting real-time information.
	Degree of transmission	I can interact and get a response on the page just like communicating with people.
		Willing to purchase the company's products through network broadcast activities.
		Willing to recommend people around to participate in the company's charity activities.

Table 3

Information Presentation Questionnaire

Facet	Dimension division	Questionnaire item
Information Presentation	Information disclosure	Online public interest information is complete.
		Online public interest information is accurate.
		Online public interest information is timely.
	Access to information	Online public interest information is presented in a variety of ways.

Table 4

Convenience Presentation Questionnaire

Facet	Dimension division	Questionnaire item
Convenience	Convenience	Using the network to participate in network broadcast activities is simple and quick, and easy to achieve.
		Using the network to participate in charity activities makes it easier for me to help others.

Quickness	Compared with offline charity activities, online public network broadcast activities have saved me a lot of time.
	Online network broadcast marketing can increase purchase intentions more quickly

Table 5

Survey of the fit of enterprises and network broadcast undertakings

Facet	Dimension division	Questionnaire item
compatibility	Corporate image	I think the corporate image and the public good should be compatible with each other.
	Corporate reputation	I think the corporate image will affect my participation in online network broadcast activities.
	Company culture	I believe that the cooperation between corporate culture and network broadcast is convincing.
		I think that word-of-mouth companies can influence my participation in online network broadcast marketing activities.
		I think the cooperation between corporate culture and public network broadcast is very meaningful.
		I think corporate culture can influence my participation in online network broadcast marketing activities.

4.Data Analysis Method

According to the research framework and research hypothesis, this paper conducts on-the-spot investigation in the form of actual questionnaires. After the questionnaires are

collected, the data of the recovered data is analyzed, mainly using general-purpose spss statistical software. The data is mainly analyzed in five aspects, including reliability analysis, validity analysis, descriptive analysis, correlation analysis and linear regression analysis.

Descriptive analysis

Basic data analysis was carried out for each study variable, including the mean, standard deviation, coefficient of variation, etc. of the variables to understand the basic structure of the sample and determine the validity of the statistical range.

Reliability analysis

Reliability describes the reliability of data measurements, indicating data consistency and stability. In this paper, the reliability of the data is evaluated using Cronbach's value equal to 0.7. In practical applications, the larger the Cronbach's value, the higher the reliability, the higher the data consistency and stability.

Validity analysis

Validity analysis is an analysis that must be performed in the questionnaire to examine the validity of the data. Its purpose is mainly to measure the correctness of

the characteristics of the data to be measured. Pursuing higher validity is the basic starting point for the design of the questionnaire. The basic methods for validity analysis are content validity, predictive validity, and structural validity.

Correlation analysis

Correlation analysis can verify the relationship between the two. The paper uses the critical value of 0.05 as the measurement standard, and the correlation coefficient is between 0 and 1. The larger the value, the greater the correlation. Above 0.05, there is a strong correlation between the data.

Linear regression analysis

Regression analysis is an analysis of the relationship between independent and dependent variables in mathematical statistics. In this paper, the regression analysis is mainly used to investigate the intensity of the causal relationship between the independent variable and the dependent variable, so that the ability of prediction can be characterized to a certain extent.

RESULTS

1. Personal Information

As one of the common survey contents, in this study, the basic variables of demographic statistics, gender, age, and education level were summarized, and the frequency of the options was counted. From Table 6.

Table 6

Analysis of basic information

variable	index	Frequency	percentage%
gender	male	395	52
	Female	365	48
	Under 18 years old	74	9.7
age	18-45 years old	448	58.9
	Over 45 years old	238	31.3
	High school and below	217	28.6
education level	Bachelor	489	64.3
	Master degree and above	54	7.1

2. Descriptive statistics

Table 7

Descriptive statistical analysis

Topic	Item	average	Standard deviation	Skewness	Kurtosis
More and more friends around me are involved in online	Q4	3.650 -0.048	1.155	-0.852	

broadcast activities.				
Friends around me support online broadcast activities	Q5	3.717	1.337	-0.667
		-0.778		
The more online broadcast participants, the bigger	Q6	3.636	1.146	-0.883
the scale, the stronger the attraction to me.		-0.004		
People who can influence my decision support support me to use the online shopping platform to shop	Q	3.179	1.057	-0.268
	7	-0.210		
I hope that the use of the online shopping platform will be recognized by others.	Q	3.245	1.124	-0.107
	8	-0.403		
Activity page can effectively get feedback from visitors	Q9	3.833	1.303	-0.897
		-0.352		
When I click on the link to the page, I feel that I am getting real-time information.	Q1	3.380	1.108	-0.606
	0	-0.332		
I can interact and get a reply on the page just like communicating with people.	Q1	3.816	1.304	-0.771
	1	-0.595		
I am willing to buy a company's products through online broadcast activities.	Q1	3.608	1.096	-0.936
	2			-0.264
I would like to recommend people around to participate in the company's online network broadcast marketing activities.	Q1	3.795	1.343	-0.781
	3	-0.658		
I think the information of online broadcast marketing activities is complete.	Q1	3.472	1.091	-0.768

	4	-0.027		
I think the information of online broadcast marketing activities is accurate.	Q1	3.101	1.029	-0.116
	5	-0.128		
I think the information of online broadcast marketing activities is timely.	Q1	3.649	1.350	-0.661
	6	-0.797		
I think online broadcast marketing campaign information is presented in many ways.	Q1	3.607	1.116	-0.862
	7	0.069		
Using the network to participate in network broadcast activities is simple and quick, and easy to achieve	Q1	3.896	1.284	-0.963
	8	-0.232		
Using the network to participate in online broadcast makes it easier for me to help shopping	Q1	3.662	1.159	-0.913
	9	0.091		
<hr/>				
Online public interest saves me a lot of time compared to offline charity activities	Q2	3.834	1.289	-0.338
	0	-0.895		
Online network broadcast marketing can increase purchase intention more quickly	Q2	3.605	1.110	0.168
	1	-0.918		
I think the corporate image and the public good should be compatible with each other.	Q	3.787	1.293	-0.766
	22	-0.683		
I think the corporate image will affect my participation in online network broadcast activities.	Q2	3.679	1.137	0.089
	3	-0.894		
I think that the cooperation between word-of-mouth enterprises and online network broadcast is convincing.	Q2	3.838	1.288	-0.478
	4	-0.831		

participation in online network broadcast	Q2	3.671	1.141	-0.163
marketing	5	-0.954		
activities.				
I think it makes sense to cooperate with	Q2	3.874	1.268	-0.478
corporate culture	6	-0.804		
and network broadcast.				
I think corporate culture can influence my	Q2	3.610	1.145	-0.074
participation	7	-0.843		
in online network broadcast marketing				
activities.				
I will take the initiative to participate in online	Q2	3.651	1.153	-0.181
public	8	-0.807		
network broadcast marketing activities.				
I often participate in online network broadcast	Q2	3.811	1.306	-0.545
marketing activities.	9	-0.802		
I will participate in online broadcast	Q3	3.570	1.156	-0.073
marketing activities in time.	0	-0.858		

This paper descriptive statistics on the topics included in each scale, including information such as mean, standard deviation, and deviation kurtosis, to determine whether the basic level of the questions in the scale and the data are normally distributed. Table 4.2 shows the total score of 27 questions in the questionnaire total table for statistical analysis, including mean, standard deviation, skewness and kurtosis. The basic statistics such as kurtosis and skewness are used to verify whether the survey results obey the normal distribution. It can be seen from the mean that the average of the 27 questions in the questionnaire is above 3.5, the standard deviation is mostly in the range of 1.1- 1.3; the skewness is between -0.963 and -0.107, and the kurtosis value is between - Between 0.797 and 0.264. Judging from the conditions that the normal distribution needs to satisfy, this indicates that the answer status of each question can follow the normal distribution and can be used for later data analysis. ((Kline, 2005)

Conclusion: By comparing the results of two regressions, it can be seen that the Beta value of the normalization coefficient is almost unchanged, and the p value of the significance level does not change, so the personal information factor has no effect on the independent variable.

According to the above analysis, the interactivity, information presentation, convenience, and the personality traits of the enterprise and the network broadcast are significantly related to the public participation. In the relationship between subjective norms and public participation, the impact is not significant.

CONCLUSION AND FUTURE WORK

This paper mainly discusses the main influencing factors of customer participation in online network broadcast activities, and reflects the tendency of consumer psychological evaluation from five factors: subjective norms, interactivity, information presentation, convenience, and the degree of cooperation between enterprises and public network broadcast undertakings. By establishing a causal relationship between various factors and the shopping environment, and using quantitative analysis methods such as linear regression analysis and correlations to draw conclusions on the significant relationship between variables.

Verification of the statistical results of this paper is based on literature, descriptive statistics and related statistical results. The verification result statistics are shown in Table 8.

Table 8
Study Hypothesis Verification Table

	Verification content	Validation results
H1	Subjective norms have a positive impact on network broadcast marketing participation;	not support
H2	Interactivity has a positive impact on online public service participation;	Get support
H3	Information presentation has a positive impact on network broadcast marketing participation;	Get support
H4	Convenience has a positive impact on network broadcast marketing participation;	Get support
H5	The degree of cooperation between enterprises and network broadcast has an impact on network participation and positive direction.	Get support

Through the analysis and research on the mechanism of network network broadcast marketing, this paper points out that there are three main bodies of online public network

broadcast marketing: one is the company, the other is the public network broadcast undertaking, and the third is the public, and there is a close relationship between the three. The close integration of the company and the network broadcast undertaking is the basic condition for the development of online public network broadcast marketing; public participation is an effective way to improve the effectiveness of online network broadcast marketing; according to the relevant theory of operational condition reflection, the public is stimulated by public network broadcast activities in public network broadcast activities. The argument is that because of the close relationship between the company and the network broadcast events, the public's goodwill towards the network broadcast will be passed on to the corresponding company, thereby improving the company's good image. Therefore, when the company conducts online public network broadcast marketing activities, it should attract public participation in various ways, and thus improve the effectiveness of online broadcast marketing.

Summarize the relevant factors that affect the network broadcast activities, and summarize the factors that influence the public participation, such as interaction, information presentation, convenience, and the degree of cooperation between enterprises and network broadcast. The inquiry in this paper further confirms that the public participation in online public network broadcast activities will have a huge positive impact on the company's attitude. The company needs to pay attention to public participation in improving the effectiveness of online network broadcast marketing. In addition, it also confirmed that the interaction of the online network broadcast marketing interface, the way of information presentation, the convenience of network use and the degree of cooperation between the company and the public interest have had a positive impact on public participation. Therefore, when companies combine online network broadcast, they can grasp the hearts of consumers more quickly and further stimulate the generation of motivation.

When enterprises choose to carry out public network broadcast marketing development, they should also consider which type of public network broadcast development, the company's own culture fits in. In normal development, it should also pay attention to maintaining and shaping a good corporate image and accumulating good reputation.

Once the company has launched network broadcast marketing development, it must provide accurate, effective, timely and complete information from the beginning to the end to the participating public. A complete information chain will make the network marketing activities more effective. Better and faster shaping the image of the company.

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THE IMPACT OF DIGITAL LEADERSHIP ON UNIVERSITY INNOVATION

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Abstract

This study focuses on the multi-dimensional impact of digital leadership on university innovation. Through in-depth theoretical discussion and empirical analysis, it reveals the key role and mechanism of digital leadership in promoting university innovation. It aims to provide valuable theoretical basis and practical guidance for enhancing the innovation ability of universities and adapting to the educational reform in the digital era.

Keywords: *Digital Leadership; University Innovation; Digital Era*

I. Introduction

(A) Research Background

In today's society, the digital wave is surging, profoundly influencing various fields, including higher education. As important institutions for knowledge innovation and talent cultivation, universities are facing unprecedented challenges and opportunities. In this context, the rise of digital leadership has become a key factor for the innovative development of universities.

(B) Research Objectives

This study aims to systematically analyze how digital leadership affects the innovation

performance of universities, clarify its mechanism of action and influence path, and provide theoretical support and practical inspiration for the innovative development of universities.

(C) Research Significance

1. Theoretical Significance

It helps to expand and deepen the application and development of leadership theory in the digital context and enrich the theoretical system of university innovation.

2. Practical Significance

It provides beneficial strategies and methods for university managers, promotes better innovative development of universities in the digital era, and enhances their competitiveness in education, scientific research, and social services.

II. Literature Review

(A) The Concept and Characteristics of Digital Leadership

1. Definition of Digital Leadership

Digital leadership is defined as the ability of leaders to use digital technology and digital thinking in the digital environment to lead the organization to achieve strategic goals.

2. Characteristics

Including digital acuity, innovative thinking, data-driven decision-making ability, agile adaptability, etc.

(B) The Connotation and Measurement Indicators of University Innovation

1. The Connotation of University Innovation

It covers multiple aspects such as educational model innovation, scientific research innovation, and management innovation.

2. Measurement Indicators

Such as the quantity and quality of scientific research achievements, the establishment and effect of innovative courses, and the number of innovative talents cultivated.

(C) Research Status of the Relationship between Digital Leadership and University Innovation

Existing studies have shown that digital leadership has a positive promoting effect on university innovation, but the specific mechanism of action and influence path still need to be further clarified.

III. Research Methods

(A) Research Design

A mixed research method is adopted, combining quantitative questionnaire surveys and qualitative case analyses to obtain comprehensive and in-depth data.

(B) Sample Selection

Select multiple representative universities at home and abroad as research samples to ensure the universality and representativeness of the research results.

(C) Data Collection

1. Questionnaire Survey

Design questionnaires covering multiple dimensions to collect the perception and evaluation of digital leadership and university innovation from university managers, teachers, and students.

2. Case Analysis

Select several typical universities for in-depth case studies and collect rich data through

interviews, document analysis, and other methods.

(D) Data Analysis Methods

1. Quantitative Data Analysis

Use statistical software to conduct descriptive statistics, correlation analysis, and regression analysis on the questionnaire survey data to test hypotheses and reveal the relationship between variables.

2. Qualitative Data Analysis

Adopt theme coding and content analysis methods to process the case study data and explore the deep-level influence mechanism and practical experience.

IV. Research Results

(A) Dimensions and Performance of Digital Leadership

Through data analysis, the main dimensions of digital leadership are identified, such as digital strategic planning ability, digital technology application ability, team digital collaboration ability, etc., and their specific performance in universities is described.

(B) Outcomes and Characteristics of University Innovation

Analyze the innovation achievements of universities in education, scientific research, and management, summarize their effects and characteristics, such as the popularity of innovative education models, the transformation efficiency of scientific research achievements, and the optimization effect of management processes.

(C) Correlation between Digital Leadership and University Innovation

1. Positive Correlation

It is found that there is a significant positive correlation between each dimension of digital leadership and each indicator of university innovation, indicating that the stronger the digital leadership, the more significant the innovation effect of the university.

2. Influence Path

It reveals the specific path by which digital leadership promotes university innovation by influencing the strategic planning, resource allocation, organizational culture, and team collaboration of universities.

V. Discussion

(A) Interpretation of Research Results

In-depth discussion of the relationship between each dimension of digital leadership and university innovation, and explanation of the theoretical logic and practical significance behind it.

(B) Comparison with Existing Studies

Compare the research results of this study with previous studies, analyze the similarities and differences, and discuss the reasons for the differences from aspects such as research methods, sample selection, and research background.

(C) Limitations of the Study

1. Sample Limitations

Although multiple universities at home and abroad are selected as samples, there may still be limitations in terms of region, type, and size.

2. Method Limitations

Although questionnaire surveys and case analyses can provide rich data, there may be problems of subjective bias and incomplete information.

VI. Conclusions and Recommendations

(A) Research Conclusions

Summarize that digital leadership has a significant promoting effect on university innovation and emphasize the importance of digital leadership in the development of universities.

(B) Recommendations

1. University Managers

Should enhance their digital leadership literacy, formulate clear digital strategies, and promote the digital transformation and innovative development of universities.

2. Teachers

Should actively adapt to the digital teaching environment, enhance digital teaching ability, and cultivate students' innovative thinking and digital literacy.

3. Students

Should actively master digital skills, participate in innovative practice activities, and enhance their own innovation ability.

(C) Practical Cases

For example, Stanford University has achieved innovative breakthroughs under the leadership of digital leadership. The university's leadership team actively promotes the digital strategy and invests heavily in building advanced digital infrastructure to provide strong support for scientific research and teaching. In scientific research, using big data analysis and artificial intelligence technology has accelerated the progress of interdisciplinary research and achieved a series of cutting-edge scientific research achievements. In the field of education, the introduction of online education platforms and virtual reality teaching tools has created a

new teaching model and improved teaching quality and students' learning experience.

Another example is Tsinghua University in China, whose leaders have a keen digital insight and actively promote digital cooperation between the school and enterprises. By establishing a digital innovation platform integrating industry, university, and research, it promotes the rapid transformation of scientific research achievements and provides more opportunities for students to practice innovation.

These practical cases fully demonstrate the key role and positive impact of digital leadership in promoting university innovation.

(D) Future Research Directions

1. Further expand the research sample to cover more types and regions of universities to verify the universality of the research conclusions.
2. In-depth study of the differences in the role of digital leadership in different disciplinary fields and university development stages.
3. Explore the dynamic relationship between digital leadership and university innovation, and the adaptive mechanism in the complex and changing digital environment.

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THE ROLE OF TRANSFORMATIONAL LEADERSHIP AND INCLUSIVE LEADERSHIP IN THE CREATIVE BEHAVIOR OF EMPLOYEES IN REAL ESTATE COMPANIES

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Abstract

This study aims to explore the impact of transformational leadership and inclusive leadership on the creative behavior of employees in real estate companies. Through the review of relevant theories and empirical research, it reveals how these two leadership styles promote employees' innovative thinking and creative behavior. The research results provide useful inspiration for real estate enterprises to enhance employees' creativity and competitiveness.

Keywords: *Transformational Leadership; Inclusive Leadership; Real Estate Company; Employee Creative Behavior*

Introduction

In today's highly competitive real estate market, innovation and creativity are crucial for the survival and development of enterprises. The creative behavior of employees can bring unique competitive advantages to real estate companies, such as novel design concepts, efficient marketing strategies, and optimized project management methods. Leadership, as a key factor influencing employees' behavior and performance, the role of its different styles in employees' creative behavior deserves in-depth study. Transformational leadership and inclusive leadership, as two positive leadership approaches, are of great significance in

stimulating employees' potential and promoting innovation.

Theoretical Basis

1. Transformational Leadership

Transformational leadership emphasizes that leaders influence employees through motivation, inspiration, and intellectual stimulation, enabling employees to go beyond their own interests and strive for a common vision. Transformational leaders typically exhibit behavioral characteristics such as charisma, vision portrayal, individualized care, and intellectual stimulation.

2. Inclusive Leadership

Inclusive leadership focuses on leaders' respect, recognition, and tolerance for employees, creating an open and fair working environment and encouraging employees to participate in decision-making and contribute ideas.

3. Employee Creative Behavior

Employee creative behavior refers to employees generating novel and useful ideas, products, or processes to improve organizational performance and innovation capabilities.

The behavioral characteristics of transformational leaders and the role of transformational leadership in the creative behavior of employees in real estate companies

1. The behavioral characteristics of transformational leaders:

(1) Visual Description

For example, the transformation leader of a real estate company will clearly describe the company's development plan for the next five years to the team, including becoming a leader in green buildings in the industry and creating a series of residential projects with innovative design and sustainable development features. He elaborated on how this vision will enhance the company's brand image, meet market demand, and contribute to society.

(2) Motivation and Inspiration

Faced with the difficulties in the development of complex large-scale commercial real estate projects, transformational leaders convene a meeting with all employees to emphasize the importance and challenges of the project, encourage everyone to believe in their abilities, overcome difficulties, and promise that success will bring great honor and rewards to the

team.

(3) Personalized care

When learning that employees face work pressure while taking care of sick family members, transformational leaders proactively adjust their work arrangements, provide necessary support and resources, and help employees balance work and family responsibilities.

(4) Intellectual stimulation

Regularly organize internal seminars, invite industry experts to share the latest building technologies and design concepts, encourage employees to actively think about how to apply these new knowledge to current projects, and propose innovative solutions.

2. The role of transformational leadership in the creative behavior of employees in real estate companies

(1) Vision inspiration

Transformational leaders provide employees with a clear and attractive vision, enabling them to identify their direction and goals of effort. In a real estate company, a clear vision can motivate employees to strive for more innovative buildings and plan more humane communities.

(2) Personalized care

Leaders pay attention to employees' personal needs and development, and provide them with support and guidance. This helps employees feel valued in their work and are more willing to invest energy in creative work.

(3) Intellectual stimulation

Encourage employees to challenge traditional thinking, propose new perspectives and solutions. In the planning and development process of real estate projects, intellectual incentives can motivate employees to break conventions and create more competitive products in the market.

The behavioral characteristics of inclusive leaders and the role of inclusive leadership in the creative behavior of employees in real estate companies

1. Behavioral characteristics of inclusive leaders:

(1) Create an open atmosphere

At a planning meeting for a real estate project, inclusive leadership encourages each member to freely express their opinions, regardless of their position. Even seemingly immature ideas proposed by newcomers in the workplace are carefully listened to and are not easily rejected.

(2) Respect and acknowledge differences

In the face of members with different professional backgrounds (such as architectural design, marketing, and engineering management) in the team, inclusive leaders fully respect their professional perspectives and work methods, comprehensively consider the opinions of all parties in project decision-making, and fully leverage the strengths of each member.

(3) Promote employee participation

When developing a new real estate project marketing plan, inclusive leadership invited members of the sales team, planning team, and customer service team to participate in discussions, extensively listening to everyone's ideas and suggestions, and making employees feel the importance of their opinions in decision-making.

(4) Tolerate mistakes and encourage growth

When the project team tried new marketing channels but found them ineffective, the inclusive leader did not scold them, but instead analyzed the reasons with the team, summarized lessons learned, and encouraged them to continue trying new methods.

2. The role of inclusive leadership in the creative behavior of employees in real estate companies

(1) Create an open atmosphere

Inclusive leaders encourage employees to freely express their opinions and ideas, reducing the fear of failure. In the design discussions and market research of real estate companies, an open atmosphere can inspire employees to come up with more unique insights.

(2) Respect and acknowledge differences

Recognizing employees' personalities and diverse ways of thinking, enabling employees from different backgrounds to leverage their strengths. In team collaboration, this respect and recognition help integrate various ideas and promote the progress of innovative projects.

(3) Promote employee participation

Encourage employees to participate in the decision-making process and enhance their sense of belonging and responsibility. When employees are involved in decision-making for real estate projects, they are more likely to come up with creative suggestions and solutions.

Empirical research

1. Research methods

We conducted a survey of employees from multiple real estate companies using a combination of questionnaire surveys and interviews. This study aims to explore the complex dynamics between transformational leadership, inclusive leadership, and the innovative tendencies exhibited by employees within their professional roles. This pursuit of understanding is particularly concentrated in the context of the Chinese real estate industry, where comprehensive surveys were conducted on different types of employees to collect quantitative and qualitative data on their opinions and experiences. This study further attempts to determine whether two key factors, namely fit between individuals and organizations and fit between individuals and supervisors, play a potential mediating role in the aforementioned connections. The exploration of the subtle differences in leadership and its impact on the creativity of employees in the Chinese real estate industry is not only of great significance for theoretical progress, but also has practical implications, as it can provide information for better leadership practices and human resource management strategies, thereby cultivating a culture of innovation and creativity.

2. Research results

Research analysis shows that there is a significant positive correlation between transformational leadership, inclusive leadership, and employees' creative behavior. Numerous academic studies have delved into the complex relationship between leadership style and the subsequent productivity of individuals under its guidance. However, these studies have largely overlooked the specific correlation between leadership methods and the innovative actions exhibited by staff, which undoubtedly constitutes an important component of overall staff effectiveness. In addition, researchers have not thoroughly studied the application of these mediating variables in the real estate field. In the relationship between leadership qualities and employees' tendency to engage in creative work, it is necessary to

fully consider the construction of person organization fit and person supervisor fit as potential intermediaries. This indicates that employees in the real estate industry should critically evaluate their leaders and adjust their values and work styles to ensure harmonious and productive working relationships. This approach emphasizes a shift from unquestionable loyalty to more informed and selective followers, where compatibility and creativity are priorities for collective success.

Conclusion

Both transformational leadership and inclusive leadership have a positive impact on the creative behavior of employees in real estate companies. Transformational leadership and inclusive leadership have a positive impact on the creative behavior of real estate company employees through different mechanisms. The former mainly stimulates intrinsic motivation and provides development opportunities, while the latter promotes knowledge sharing and critical thinking, jointly promoting employees' innovative behavior and enhancing the core competitiveness of the enterprise.

Suggestions

1. Real estate enterprises should pay attention to transformational and inclusive leadership traits when selecting and cultivating leaders. Future research should investigate how inclusive leadership interacts with transformational leadership and its impact on employee outcomes. Given the increasing emphasis on diversity and inclusivity, understanding how these leadership styles complement each other can provide valuable insights for improving organizational efficiency.

2. Leaders should continuously improve their leadership abilities and flexibly apply transformational and inclusive leadership strategies. Real estate companies should invest in training programs to enhance managers' transformational and inclusive leadership skills. Cultivating these abilities can help leaders better motivate employees, foster creativity, and effectively address industry challenges.

3. Establish corresponding organizational culture and mechanisms to support and encourage the development of transformational and inclusive leadership. Future research should explore other potential factors that may influence transformational leadership and its impact on employee performance. Factors such as organizational culture, team dynamics, and

external market conditions can provide a more comprehensive understanding of how leadership style affects organizational outcomes.

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EXAMINING THE IMPACT OF CAPTAINS' AUTOCRATIC LEADERSHIP STYLE, TRANSFORMATIONAL, AND TRANSACTIONAL LEADERSHIP ON TEAM PERFORMANCE: EVIDENCE FROM CHINESE FOOTBALL CLUBS: EMPIRICAL STUDY

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Abstract

To study the current situation of captains' autocratic leadership style, transformational, and transactional leadership on team performance: evidence from chinese football clubs. This study compare three different leadership styles such as transformational, autocratic and transitional leadership style. The study develop a framework which can help the team captain to adopt an appropriate leadership styles during the game. The team captains' leadership play a vital role to achieve the team goals and objective. This study framework significantly contribute to the existing body of literature and practically it will encourage the captains of the team to adopt an appropriate leadership style during the game..According to the findings of this study, transactional and transformational leadership styles are more effective than autocratic leadership styles in terms of the performance of football teams. This is probably due to the fact that transactional and transformational leaders create a workplace environment that is more upbeat and supportive, which in turn can lead to improved levels of motivation and productivity among members of the team.

Keywords: *captains' autocratic leadership style, transformational, and transactional leadership, team performance*

Introduction

The purpose of this study is to investigate how different approaches to leadership can impact the performance of sports captains. Comparisons are made between transformational leadership, and transactional leadership within the scope of this study. It is not common practice for a single piece of study to incorporate all three of these different leadership ideologies, particularly when it relates to sports people from China. The purpose of this study is to investigate the efficacy of transformation internships on different types of teams. In addition, there is a connection between transactional leadership and increased team performance, whereas the focus of this study is on the negative consequences that authoritarian leadership has on the performance of teams. As a result of this study, a framework has been developed, however the framework is not your exam in the context of Chinese. China is going to serve as the site of the probe. The target demographic will be different for each of the many Chinese football teams because the team captains will be varied.

What is the impact of transformational leadership on football team performance?

Does autocratic leadership style influence negatively on football team performance?

What is the significant impact of transactional leadership style on football team performance?

Following are the main research objectives of this study;

To find a relationship between transformational leadership style and football team performance.

To find the impact of autocratic leadership style on team performance.

To find the impact of transactional leadership style on team Performance.

Literature Review

The efficacy of coaches' leadership skills has been assessed in relation to their interactions with children who possess disabilities. The study conducted by (Hatamleh et al., 2009) analyzed a sample of 63 male athletes with impairments and yielded quantitative data indicating that coaches should allocate more time towards training and instruction. The

importance of control was underscored, with coaches being advised to afford athletes increased involvement in decision-making pertaining to the team's goals, approaches, and maneuvers. Athletes demonstrated a higher tendency to express discontent towards their coaches in the event that the coaches displayed more authoritarian tendencies. An alternative perspective was presented through a qualitative investigation that contrasted the efficacy of formal and informal leadership within teams. (Holmes et al., 2010) conducted a study utilizing focus groups to gather data from individuals of various genders who were involved in 11 distinct sports. The group sizes exhibited a range of variability, ranging from five to twelve individuals. The same set of questions was presented to the diverse focus groups. The study revealed that effective leadership is contingent upon three consistent elements, namely communication, behaviour, and personal qualities. Certain aspects of effective leadership were believed to be gender-specific and could only be attributed to one gender at a given time. Females attributed greater significance to the capacity to express their opinions and exhibit emotional intelligence, whereas males attributed greater significance to reliability and accumulated knowledge. The aforementioned results imply that effective coaches possess a comprehension of the essential elements that are pivotal to their individual teams. The leadership style and underlying motivations of a coach may potentially influence the extent to which they experience burnout. Coaches who were motivated by personal growth and athlete investment demonstrated a lower incidence of burnout in comparison to those who were driven by prestige and public acclaim. (Ryska, 2009) postulates that coaches who exhibit athlete participation, high collaboration, conflict resolution, and athlete development are more likely to experience elevated levels of personal satisfaction and foster stronger connections with their teams. The results of this study suggest that effective instruction in sports has noteworthy implications not just for the athletes, but also for the coaches themselves. (Dupuis et al., 2006) referenced a study which suggests that athlete leadership plays an equally significant role in the success and satisfaction of a team as coach leadership. The differentiation between casual and structured leadership duties can also be established in relation to these functions. The existing literature on the impact of team captains (Dupuis et al., 2006). Dupuis et al. (2006) conducted a study on six male collegiate ice hockey captains and found that there were similarities in their leadership abilities. These included effective

communication, the ability to maintain a positive attitude, and emotional regulation. As per the results of a previous study, the sextet of hockey players honed their leadership abilities during their participation in youth sports. (Wheaton, 2012) conducted a study to examine the correlation between sport participation and the acquisition of leadership skills. The results indicated that team captains exhibited a greater number of leadership behaviour compared to their fellow teammates. The study's participants exhibited a diverse range of collegiate sports, including but not limited to men's and women's soccer, women's hockey, men's and women's cross country, and women's tennis. The aforementioned are instances of collective athletic activities.

2.7 Hypotheses of the study

The following hypotheses were investigated:

H1: A football team captain with transformational leadership style characteristics has a positive and significant impact on the performance of the football team.

H2: A football team captain with autocratic leadership style characteristics has a negative and significant impact on the performance of the football team.

H3: A football team captain with transactional leadership style characteristics has a positive and significant impact on the performance of the football team.

In the realm of sports, the role of a football team captain extends far beyond merely donning the armband and leading the team onto the field. It is a position of influence, a responsibility that transcends the tactical aspects of the game and delves into the realm of transformational leadership. A football team captain possessing transformational leadership style characteristics wields an unparalleled ability to shape the team's destiny and elevate its performance to unprecedented heights. At the core of this leadership style lies the captain's capacity to inspire, motivate, and empower each member of the team. Gone are the days when leadership was confined to barking orders and enforcing discipline. Transformational leadership is a beacon of change, a guiding light that illuminates the path to collective success.

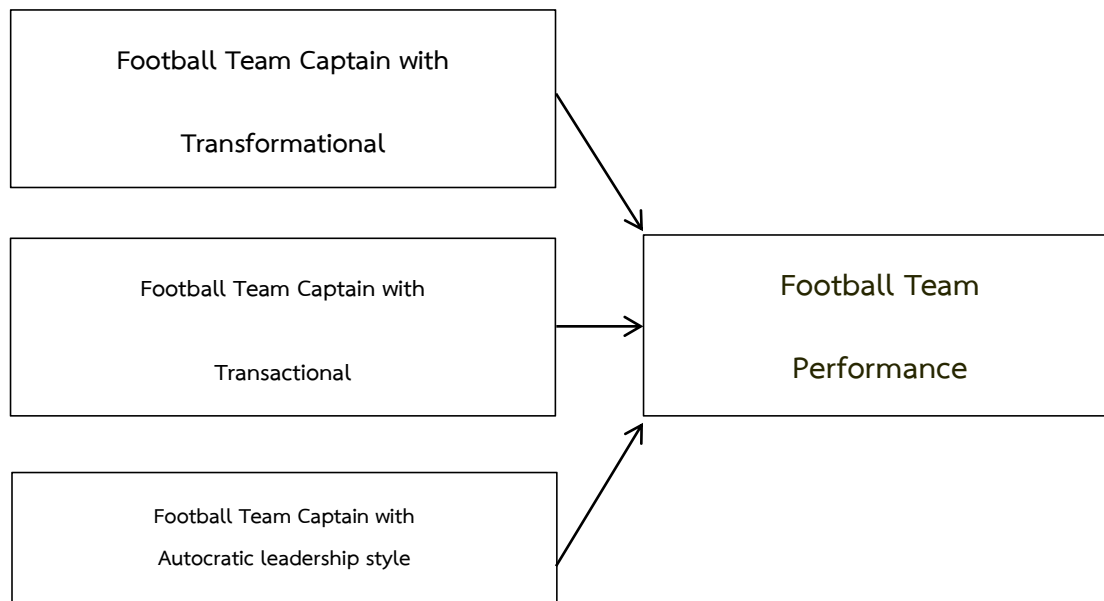


Figure 2.1 Conceptual Framework

Method:

Prior research on leadership has often utilized data collection instruments, enabling the application of quantitative research techniques to analyses the data and yield empirical findings. As per (Akins et al., 2013) a qualitative methodology that is antithetical in nature entails gathering data from textual, auditory, or visual sources and deriving its conclusions from the viewpoints, cognitions, and convictions of the study participants. None of the qualitative methods were employed in this study. In a significant number of cases, research endeavors that employed qualitative methodologies were focused on the exploration of phenomena that present difficulties in terms of quantification. Both qualitative and quantitative research methodologies utilize research questions as a means to guide their respective investigations. Quantitative research also involves testing specific null and alternative hypotheses. (Taguchi, 2018) stated that the mixed method approach integrates qualitative and quantitative research methodologies to attain a comprehensive comprehension. As per (Dawadi et al., 2021) assertion, quantitative research enables the researcher to work with a larger sample size and possesses a greater ability to extrapolate the findings across a designated population. The present research study involved the collection of data from diverse football clubs located in China. This study employed precise and constrained hypotheses to investigate the possible associations between two variables. The utilization of quantitative research methods was deemed appropriate for the present investigation. The inclusion of qualitative research could have potentially enhanced the study by providing

distinctive and captivating perspectives. asserts that the central emphasis of qualitative research ought to be on the interpretation of meaning. The inclusion of qualitative research could have potentially enhanced the significance of the findings and their practical implications, thereby contributing to a more comprehensive discussion of the research. The adoption of a mixed methodology was not feasible for the researcher due to the restricted time frame.

Results

Table 4.15 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.269	.246		9.229	.000
	Autocratic leadership	-0.085	0.052	-0.083	1.998	.001
	Transformational leadership	0.250	0.056	0.160	2.850	.004
	Transactional leadership	0.525	0.069	0.439	7.587	.000

a. Dependent Variable: Team performance

The coefficient table you sent shows the results of a multiple linear regression analysis, which appears to be investigating the relationship between team performance and leadership styles (autocratic, transformational, and transactional). Here's a breakdown of the information in the table:

Variables:

Coefficients: This column shows the regression coefficient (B) for each independent variable. These coefficients represent the expected change in the dependent variable (team performance) for a one-unit increase in the independent variable, holding all other variables constant.

Autocratic (AL): -0.085 indicates a negative relationship between autocratic leadership and team performance. This means that for every one-unit increase in autocratic leadership, team performance is expected to decrease by 0.085 units, on average.

Transformational (TL): 0.250 indicates a positive relationship between transformational leadership and team performance. This means that for every one-unit increase in transformational leadership, team performance is expected to increase by 0.250 units, on average.

Transactional (TR): 0.525 indicates a positive relationship between transactional leadership and team performance. This means that for every one-unit increase in transactional leadership, team performance is expected to increase by 0.525 units, on average.

Standardized Coefficients (Beta): These values represent the strength of the relationship between each independent variable and the dependent variable, independent of the units of measurement for the variables. They are not directly interpretable in the same way as the regression coefficients (B).

Sig.: This column shows the significance level for each coefficient. A significance level less than 0.05 indicates that the relationship between the independent variable and the dependent variable is statistically significant.

Autocratic (AL): 1.998 is greater than 0.05, so the relationship between autocratic leadership and team performance is not statistically significant at the 5% level. This means we cannot be confident that the negative coefficient observed for autocratic leadership is not due to chance.

Transformational (TL): 0.004 is less than 0.05, so the relationship between transformational leadership and team performance is statistically significant. This means we can be confident that the positive coefficient observed for transformational leadership is not due to chance.

Transactional (TR): 0.000 is less than 0.05, so the relationship between transactional leadership and team performance is statistically significant. This means we can be confident that the positive coefficient observed for transactional leadership is not due to chance.

Other:

(Constant): 2.269 represents the expected value of team performance when all of the independent variables are zero (which is not likely to be the case in practice).

Overall, the results suggest that transformational and transactional leadership styles have statistically significant positive relationships with team performance, while autocratic leadership

does not have a statistically significant relationship with team performance

Unstandardized Coefficient (B) represents the change in the dependent variable (Team Performance) for a one-unit change in the predictor variable, holding other variables constant. The standard error provides a measure of the variability of the coefficient. Standardized Coefficient (Beta) represents the change in standard deviations of the dependent variable for a one-standard-deviation change in the predictor variable. It allows for a comparison of the relative importance of different predictors. 95% Confidence Interval for B: This interval provides a range of values within which we can be 95% confident that the true population parameter lies. For example, the 95% confidence interval for the coefficient of Transformational Leadership (2.34) is (0.84, 3.84). This means we can be 95% confident that the true population value for the effect of Transformational Leadership on Team Performance falls within this range.

Conclusion

The findings of this research, taken as a whole, offer important new perspectives on the relationship between leadership style and the overall performance of football teams. The effectiveness of a team's coaching staff and management can be improved via the use of these insights. The regression tables show the regression coefficient (B) for each independent variable. These coefficients represent the expected change in the dependent variable (team performance) for a one-unit increase in the independent variable, holding all other variables constant.

Autocratic (AL): -0.085 indicates a negative relationship between autocratic leadership and team performance. This means that for every one-unit increase in autocratic leadership, team performance is expected to decrease by 0.085 units, on average.

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THE EFFECTS OF AN AGING SOCIETY ON SUSTAINABLE ECONOMIC DEVELOPMENT IN CHINA

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ABSTRACT

China is about to enter a period of accelerated aging a process that is growing rapidly among middle- and high-income countries. Using 25 years of panel data covering each country this paper empirically analyzes the impact of different aging rates on economic growth. The results show that the rate of population ageing will have a significant impact on economic growth only after a certain threshold is reached.

Keyword: *Rapid aging, Economic growth, Shocks*

INTRODUCTION

China's early social influences led to a large population base. With the improvement of old-age policies and the development of elderly care, the need to rely on raising children to prevent old age has weakened, thus accelerating the process of aging the Chinese population. Studies have shown that the decline in the dependency ratio and the increase in the proportion of the working-age population contribute to economic growth, which is also an important source of demographic dividend since China's reform and opening up. However, the current increasing aging of the population is changing this favorable demographic structure.

1. Labor productivity: With the increase of age, the level of physical strength and

intelligence often declines, and the elderly group is relatively slow in the adaptability of knowledge structure and knowledge update, and it is difficult to quickly adapt to the needs of industrial structure upgrading.

2. Industrial upgrading: The adjustment of the industrial structure requires sufficient labor mobility, but the physical fitness of elderly workers is gradually declining, they are accustomed to the existing skills and positions, and it is difficult to adapt to the new positions and skill requirements.

3. National pension burden: The aging of the population has led to increased pressure on the state on pensions and other pension expenditures, which further crowds out investment in education and scientific research, thus negatively affecting the quality of labor supply and the upgrading of industrial structure.

OBJECTIVE

To address the factors of aging that affect the decline of economic growth and to propose policies and strategic plans for developing China's economy under the influence of aging.

LITERATURE REVIEW

Several scholars have explored the relationship between aging and its impact on the economy, yielding diverse viewpoints. Zhao Yabo (2022) utilized Solo's economic growth model, suggesting that China's economic growth rate is hindered by the aging population due to a decline in the labor force and subsequent reduction in physical capital growth. Chen Xiaowei (2020) concluded that aging influences savings, employment, and production efficiency, ultimately restraining economic growth. Hu Angang et al. (2012) theorized that aging reduces the savings rate, adversely affecting economic growth. Li Xiaoguang and Deng Guichuan (2018) proposed mitigating the impact of aging through increased foreign direct investment (FDI). Zhang Xiuwu et al. (2018) highlighted aging's detrimental effects on economic growth, both directly through the suppression of physical capital and indirectly through reduced investment in human capital. This diversity of perspectives underscores the complexity of the relationship between aging and economic development in China.

METHODOLOGY

Population: The population of this study is 1.4 billion people, according to the seventh population census of China. The population aged 60 and over was 264018766, accounting for 18.70%, of which 190635280 were aged 65 and over, accounting for 13.50%.

Sample: The study sample was all Chinese and the elderly aged 60 years and over

Basic Solow-Swan shape. The formula is: $Y_t = F(K_t, A_t, L_t)$ First, let's take a simple model example, $y = A\alpha \cdot (AL)^{1-\alpha}$. L is the market labor, bringing in the elderly, then the equation becomes $y = AK\alpha \cdot (L_y + L_o)^{1-\alpha}$, where L_y is the young man, L_o is the elderly, the participation rate of the elderly is introduced L_o , and the above equation is modified, this function reflects the participation rate of young people plus the elderly, the impact on the labor market The decrease of L_o directly affects the reduction of Y , and the reduction of production will become the potential impact of economic growth. Ageing may also affect the rate of capital accumulation. Considering that older people may have different saving behaviors, we need to adjust the dynamic equation of capital stock: $\dot{K} = sY - \delta K$. where s is the savings rate and δ is the capital depreciation rate. The savings decisions of older adults may be influenced

RESULTS

With the passage of time, the demographic structure of Chinese society has changed significantly, and the aging of the population has gradually become a social and economic issue that has attracted much attention. Real GDP per capita reflects the economic level of different provinces, while the level of ageing is expressed as a proportion of the total population aged 65 and over. The control variables include physical capital, labor force, educational human capital, healthy human capital, urbanization rate, financial development, infrastructure, industrial structure upgrading, and foreign trade. The real GDP per capita of Chinese varies greatly, with the minimum value being 2758.961 yuan and the maximum value being 95599.28 yuan, reflecting the difference in the level of economic development of various provinces. The average value of population aging is 0.09, indicating that China's aging problem is more serious. For other control variables, physical capital kh and labor force $lnlabor$ are significantly positive at a significant level of about 1%, that is, physical capital

and labor promote economic growth, which is consistent with traditional economic growth theory. The impact of educational human capital on economic growth is significantly positive, indicating the importance of human capital measured by education to economic growth. The HH coefficient of healthy human capital is not significant, but the BEDH coefficient is significantly positive, indicating that healthy human capital also has a positive impact on economic growth. The positive coefficient of urbanization rate indicates that the current development of urbanization is of great significance to China's economic growth and is also an important channel to promote economic growth. Infrastructure is significantly positive at a significant level of about 5%, which is consistent with China's strong investment in infrastructure. The coefficient of IU foreign trade in industrial structure upgrading is positive, but not significant. However, the financial development FD is significantly negative at the significant level of 1%, which is inconsistent with the conclusions of some existing studies, which may be due to the simplistic selection of financial development indicators in this paper, and the ratio of deposit and loan balance to GDP mainly reflects the development of the banking industry and does not consider other aspects of the financial industry.

CONCLUSION AND FUTURE WORK

As the aging population intensifies, the impact on China's economic growth is becoming more pronounced, a trend that presents both challenges and opportunities. To better adapt to an ageing society, comprehensive policies need to be formulated, including adjusting the retirement system, strengthening the health care system, promoting employment and training for the elderly, and encouraging social forces to participate in the innovation of elderly care services. In terms of economic growth, the aging population will promote the upgrading of the consumption structure, promote the rapid development of the health care industry, and accelerate the application of scientific and technological innovation in the field of medical and assisted living. Therefore, innovation and development in related industries should be encouraged and supported to improve the quality of life of older people and promote sustainable economic growth. In addition, the government should further improve health

insurance and services. However, the growing population can also appropriately try to re-employ the elderly, set up suitable jobs for the elderly, encourage healthy and capable elderly people to re-employ, fully tap the potential of the elderly, and correctly understand the important contribution of the elderly population to economic growth

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YOUNG ADULTS' MENTAL HEALTH LITERACY AND NEW MEDIA: AN EMPIRICAL STUDY

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ABSTRACT

The purpose of this study is to investigate how young adults in China see new media that is utilized to enhance mental health literacy within the framework of the Technology Acceptance Model (TAM) Theory. Using TAM on models, we can better understand how young individuals adopt and use new media to enhance their mental health literacy. The methodology of quantitative research was utilized to get data from samples. The study involved 190 Chinese between the ages of 18 and 26. According to the findings, most young individuals have a positive opinion of new media that is utilized to raise mental health literacy. All of the theories developed in accordance with the Technology Acceptance Model (TAM) Theory and the earlier study are validated. This study has certain limitations and suggests certain areas for further investigation.

Keywords: *new media, Technology Acceptance Model, mental health*

INTRODUCTION

According to a study, the group with the biggest increase in mental illness rates between 2018 and 2017 was young adults. Suicidal ideation attempts are more severe in

younger persons than in older adults (Rosenberg, 2019). Research indicates that a considerable proportion of young adults (ages 18 to 24) suffer from mental health issues, which progressively worsen over time. In Australia, during 2017 and 2018, 50% of young adults reported having high levels of psychological distress, and this percentage is rising (Wyn, 2022). Young adults between the ages of 18 and 29 had greater than average levels of mental health suffering, according to the Pew Research Center (Longest et al., 2022). According to Plenty et al. (2021) young adulthood is a crucial time for changes and quick development in a number of areas, such as living arrangements, professional route, academics, and romantic and interpersonal interactions. A variety of physical, emotional, and social obstacles are being faced by young adults in this phase. According to Azrin et al. (2023), this stage is when people negotiate the shift from school to the workplace, form relationships, and deal with issues pertaining to mental health and substance misuse. These factors might cause mental anguish in young adults.

In China, mental health problems affect up to 17.5% of adults (age 15 and above), according to a report released by the Chinese National Health Commission in 2018. Additionally, data from the 2020 China National Mental Health Survey (CNMHS) indicated that approximately 54 million Chinese adults suffer from depression (Global Times, 2023). The study found that individuals between the ages of 15 and 24 in China have the highest prevalence of mental distress, largely due to academic pressure and the competitive educational environment (Chen et al., 2023).

During a pandemic, the effective use of communication channels plays a crucial role in enhancing public understanding of the origins and treatments of the disease, which positively influences health-related behaviors across the population (Wang et al., 2023). Health information technology, including devices like laptops, tablets, smartphones, and e-books connected to the internet, facilitates quick information transfer, improves health and well-being, and increases the accuracy of health-related data. Medical professionals in China believe that health IT has the potential for further advancements (Chen et al., 2023).

In China, the number of adult mental health problems is increasing every year. The percentage of adults with mental health issues in China is estimated to be around 17%, with a significant portion of the population still lacking awareness and understanding of mental illness (Zhang & Wang, 2021). The main obstacle to providing mental health care in China is the widespread stigma and misconceptions about mental illness among the populace.

Due to this stigma, individuals with mental health conditions often avoid seeking care because of a lack of awareness and fear of social judgment. The accompanying societal stigma and the general lack of mental health knowledge in China are the primary barriers to improving mental health. Before implementing a successful program for prevention and intervention, this needs to be addressed immediately by the appropriate authorities (Liu, 2020). In a survey conducted by a Chinese social research firm in 2020, 60% of respondents reported being unsure of where to seek professional help when dealing with mental health issues. Additionally, social stigma and embarrassment were cited as major reasons for not seeking professional assistance for mental health concerns, stemming from a lack of knowledge about mental health.

Given the widespread use of new media among young adults in China, it is essential to determine whether it is an effective platform for promoting public mental health. If appropriate authorities apply the strategy carefully, new media can provide users with valuable information about mental health. However, studies indicate that young people in China are less inclined to adopt mental health-related technology. Compared to in-person therapy, young individuals are less likely to use digital mental health interventions and are less interested in receiving mental health care online (Liu & Chen, 2022). The Technology Acceptance Model (TAM) theory offers a way to investigate how young people in China view the use of new media for mental health literacy.

Various parties are utilizing social media and other new media platforms to increase awareness of mental health issues in China. For instance, platforms like WeChat and Douyin are collaborating with mental health organizations to conduct online campaigns aimed at raising awareness of mental health issues. These campaigns provide information on different

types of mental illnesses, their risk factors, and effective coping strategies (Li & Zhao, 2023). However, to enhance intervention programs effectively, it is crucial to evaluate young adults' attitudes towards new media used to improve mental health literacy.⁴

LITERATURE REVIEW

Information technology studies have extensively used Technology Acceptance Models (TAM). Multimedia learning, social media, digital apps, the internet, and information systems are all included in information technology. Despite not having thoroughly examined the Technology Acceptance Model's methodology, a number of researchers continue to use one or more of its components. As an illustration, Qi et al. al. (2021) studied how the public's perception of the elements impacting their intention to use medical e-consultations. Only the factors of behavioral intention (BI) to use, perceived usefulness, and perceived ease of use are included in the study. The findings indicated that the public's inclination to adopt virtual consultation is significantly influenced by perceived utility.

Digital platforms, services, and applications built around the assemblage of mass communication, interpersonal connection, and information exchange are referred to as social media (Bengtsson et al., 2022). Public access to health information has improved thanks to social media platforms including Facebook, Instagram, YouTube, WhatsApp, and Twitter (Malik et al., 2022).

Asghar and co. al. (2023) made clear that the main focus of their research is on the important roles that perceived utility (PU) and ease of use (PEOU) play as determining variables in how people intend to use social media for learning. Perceived utility (PU) and perceived ease of use (PEOU) were found to have a major influence on the user's intention. Iacurci's (2021) research revealed that behavioural intention to use social media (BI) is significantly influenced by attitudes toward utilizing social media (AT).

A technology known as a search engine makes it possible to efficiently retrieve data and information from the World Wide Web. To use the search engine, users can create a query.

Billions of webpages can be sorted and refined by the search engine to find the ones that match the query. Over time, various search engines have been made available by various technology corporations, such as Microsoft's Bing, Yahoo, and Google. As of the now, Google is still one of the most used search engines worldwide (Bromberg, 2022). One of the most common ways to obtain information from the internet these days is through search engines. According to Lavidas et al. (2019), search engines are primarily used by high school students to obtain information for personal or academic needs.

The Technology Acceptance Model (TAM) serves as the study's theoretical foundation. Davis et al. established the theory known as TAM. al. (1989) that illustrates and models how individuals embrace and utilize technology. According to Alshammari et al. (2022), acceptance is defined as an individual's favourable choice to employ technology and their animosity towards rejection. The theory of reasoned action (TRA), which holds that certain factors have an impact on an individual's behavior, is expanded upon by TAM (Toraman Y., 2023). According to Mark (2020), the Technology Acceptance Model (TAM) assesses the likelihood of an individual or group effectively adopting a new technology system. TAM is utilized to evaluate the acceptance, adoption, and utilisation of information technology (Zaineldeen et al., 2020). It is currently frequently used to explain people's behaviour while embracing new technology (Toraman et al., 2023). Instead of gauging the effectiveness of information technology, the technology acceptance model looks on users' intentions to utilize a specific technology (Zaineldeen et al., 2020). The purpose and behavior of users in the technology field have been understood and predicted through the widespread application of technology acceptance models (Alshammari et al., 2020).

METHODOLOGY

This study examines young adults' perceptions of new media utilized in China to enhance mental health literacy from a cross-sectional perspective. Studies that look at a population at one particular period are called cross-sectional studies (Wang et al., 2020). A quantitative method has been used in this study to gather data from samples. The quantitative method entails gathering and evaluating numerical data. This study focuses on Chinese individuals

between the ages of 18 and 26. Data for this study is gathered from samples using questionnaires. Both descriptive and inferential analysis were used in this study. While inferential analysis seeks to test the hypothesis developed in accordance with the Technology Acceptance Model, descriptive analysis seeks to assess how young adults in China view the new media used to increase mental health literacy. (TAM). To test the hypothesis, partial least squares structural equation modeling (PLS-SEM) has been used. Cronbach's Alpha was used to test the data's validity and dependability.

An online survey was employed as the research strategy in this study to gather and analyse data from a target sample of individuals. A questionnaire was used as a research tool in this study. A series of questions known as the questionnaire is used to gather information from samples regarding their beliefs, attitudes, and experiences. Both quantitative and qualitative data can be collected with it (Bhandari, 2021). It takes five to ten minutes to complete the questionnaire. The survey, which has 24 questions, was made using Google Forms. There are seven sections in the questionnaire. Verifying that respondent met the research requirements and consented to participate in the study is the first section's purpose. Three questions make up the demographic portion in the second segment. Respondents can select their choice of answer for the multiple-choice questions in these areas.

The target population for this research design is Chinese young adults. The sample is drawn from the 18–26-year-old Chinese target population. The size of this group is impossible to estimate, though. Convenience sampling is the sample strategy used in this study. As a non-probability sampling technique, convenience sampling selects units for the sample based on those are most convenient for the researcher to access. When it is difficult to identify the population parameters, non-probability sampling is used (Nikolopoulou, 2023). Convenience sampling characteristics include accessibility, proximity to the target population, and pre-existing relationships within the population (Nikolopoulou, 2023). There are 190 respondents in all the samples.

All the data that was gathered was analysed using the descriptive analysis's measure of central tendency. The purpose of descriptive analysis is to characterize the responses'

attributes. The questionnaire's agreement, demographic, and Technology Acceptance Model variables were all subjected to a descriptive analysis. The analysis of the Technology Acceptance Model concentrated on determining how young adults viewed the variables—positively or adversely.

RESULTS

The findings indicate that young adults had a favourable inclination to utilize new media to enhance their understanding and knowledge of mental health. A significant majority of respondents express agreement and strong agreement with their intention to utilize new media for obtaining mental health information in the future. The results indicate that young adults possess the inclination to utilize new media platforms to get mental health information. Furthermore, most young individuals are use new media platforms to acquire mental health-related knowledge. The findings indicate that most respondents use new media to get knowledge that can enhance their mental health literacy.

The discovery of novel media channels utilized for acquiring mental health information reveals that Google is the most frequently employed platform. The platform is accompanied by other social media channels, namely Instagram (with 39 responses), Xiao Hong Shu (with 28 responses), TikTok (with 19 responses), Facebook (with 14 responses), YouTube (with 14 responses), and Reddit (with 1 response). The findings are consistent with studies that suggests that "Internet-based Social Media" and "Search engines and Websites" are the primary routes utilized for receiving and searching for mental health information (Mahmoodi et al., 2022). In addition, certain participants propose the utilization of Artificial Intelligence, specifically ChatGPT and BingAi.

The findings and analysis have established that 7 hypotheses are corroborated. The discovery suggests that the perceived usefulness (PU) of new media has a substantial impact on the attitude of young adults towards utilizing it to enhance their mental health literacy (H1). The findings align with the research conducted by Liesa-Orus and colleagues (2022), indicating

that the perceived usefulness (PU) of technology has a noteworthy influence on individuals' attitude towards using (AT) that particular technology.

Based on the results, Individuals who perceive new media as valuable for acquiring knowledge about mental health are more inclined to have a favorable disposition towards utilizing new media to enhance their understanding of mental health.

Furthermore, the study discovered that the perception of how easy it is to utilize new media (PEOU) had a favorable impact on young adults' perception of how beneficial it is (PU) in enhancing their understanding of mental health (H2). The discovery is consistent with a prior investigation that suggests that the perception of how easy it is to use something can impact the perception of how beneficial it is in the Technology Acceptance Model (TAM). Zhou et al. (2022) discovered that perceiving a platform as easy to use leads individuals to perceive it as more beneficial. If an individual perceives technology as being effortless to use, it is quite likely that they will also consider it as being useful. The results indicate that young adults who see new media as valuable for acquiring mental health knowledge are more likely to perceive new media as user-friendly for enhancing mental health literacy.

The findings of this study align with previous research (Islami et al., 2021) by demonstrating that the perceived ease of use (PEOU) has a substantial influence on the actual use of new media (AU) among young adults, specifically in enhancing their mental health literacy (H3). Islami et al. (2021) found that people who perceive a technology as easy to use are more likely to really use the technology. Zhou and colleagues suggest that individuals are more inclined to utilize technology in their daily lives if they believe it to be beneficial. The findings indicate that young adults who see new media as readily accessible sources of mental health information are more inclined to utilize new media platforms to enhance their understanding of mental health in practical situations.

Furthermore, the findings suggest that the perceived ease of use (PEOU) has a beneficial impact on the attitude of young adults towards utilizing new media for enhancing mental health literacy (H4). The outcome is consistent with the prior investigation. According to Alshammari et al. (2020), the attitude towards usage (AT) is positively affected by the

perceived ease of use (PEOU). Perceived usefulness (PU)

Perceived usefulness (PU) and perceived ease of use (PEOU) both have an impact on an individual's attitude towards utilizing a specific technology (Priansyah et al., 2023). According to Perumal et al. (2021), the researchers found that the perception of how easy it is to utilize smart retail technology has a notable influence on people's attitudes about adopting it. The results indicate that young adults who regard new media as user-friendly are more like to have favourable attitudes towards using new media to enhance their mental health literacy.

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YOUNG ADULTS' MENTAL HEALTH LITERACY AND NEW MEDIA: A CONCEPTUAL STUDY

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ABSTRACT

Around the world, mental health concerns are a major public health issue. According to research, one of the main causes of disability and poor health in China is mental illness. An essential element of Chinese people's good mental health is their level of positive mental health literacy. The rise of new media, including websites, search engines, and social media on the internet, has helped young individuals become more mentally literate.

Keywords: *new media, Technology Acceptance Model, mental health*

INTRODUCTION

Around the world, mental health concerns are a major public health issue. The World Health Organization (2022) defines mental health as a state of mental well-being that enables individuals to manage life's challenges, identify their strengths, study and work efficiently, and give back to their community. The two most common mental health conditions are anxiety and depression, which also rank first and sixth in the world in terms of disability (Tambling, 2021). Data show that the global burden of mental illness is responsible for 13.0% of disability-adjusted life years (DALYs) and 32.4% of years lived with disability (YLDs)

(Jin, et al., 2020). The number of youth with mental health problems has increased dramatically. Divorced families, growing unemployment rates, and greater stress in the workplace and classroom are all contributing causes to mental health concerns (Siriporn et al., 2022).

Zhang (2021) states that one of the main causes of disability and poor health in China is mental illness. In China, the frequency of mental health problems has sharply grown during the last decade. As China continues its rapid economic development and urbanization, the stress associated with this transition contributes to the rising prevalence of mental health issues (Li et al., 2022). Due to increased urbanization and globalization, Chinese citizens are experiencing significant changes in their culture and way of life, leading to heightened levels of perceived stress (Wang, 2021). Furthermore, mental health problems have been exacerbated by the COVID-19 pandemic and the subsequent lockdown measures (Ming et al., 2022).

Mental illness has a significant impact on health in the modern world. It is widely acknowledged that mental illness is a serious public health issue and one of the leading causes of disability globally (Zhang et al., 2020). Implementing mental health literacy interventions designed to enhance mental health literacy is essential. Promoting mental health literacy among the Chinese population can be supported by positive mental health communication interventions. According to Zhang et al. (2020), research indicates that mental health promotion plays a crucial role in reducing the increasing prevalence of mental health problems by lowering the stigma associated with seeking professional assistance.

According to Li et al. (2023), in social science, mass media refers to the channels or modes of communication used to disseminate information widely to a broad audience. The five main goals of mass media are mobilization, cultural transmission, correlation, environmental surveillance, and entertainment (Li et al., 2023). Mass media today is divided into two categories: new media (digital media) and old media (traditional media). Notable examples of old media include newspapers, radio, television, magazines, books, and other print periodicals (Chen et al., 2023). New media, also referred to as digital media in this study, includes social

networking sites, blogs, online social media networking, and other communication technology channels (Zhang et al., 2022).

LITERATURE REVIEW

Numerous research investigates how knowledge, information, and guidance from social support networks can help resolve problems. Young people will use social media to forward and share content that will help their peers online (Longest et al., 2022). People are using social media to evaluate health information during the Covid-19 pandemic (Zhong et al., 2021). Young folks report that it's simple to find health information online, per research by Lim et al. (2022). They also said that Facebook, YouTube, and Instagram are common places for them to find health-related information.

Whether they are employed or students, young folks frequently use new media as a way to obtain information. The main routes via which people look for or obtain mental health information, as well as how they assess and believe it, are all included in the behavior of seeking out mental health information. Mahmoodi and co. Al., (2022) found that, in both developed and developing nations, the internet was the most popular medium for evaluating mental health information. The least trusted media in this study, however, were smartphone apps and social media sites accessible online. based on research done by Seboka et al.

According to al., (2022) findings, students' mental health literacy is significantly impacted by their behavior of searching out mental health information. A person's degree of mental health literacy increases when they engage in good online mental health information-seeking behavior. Zhou and co. According to al. (2021), web-based self-help tools are useful for treating mental health conditions like stress, anxiety, and depression. One benefit of implementing online mental health services is the decrease in stigma. Zeiler & Co. al. (2021) noted that the availability of information about mental health on the internet helps to lessen the stigma associated with mental illness in the community.

The dissemination of mental health knowledge can assist young adults in recognizing the signs of mental illness and motivate them to get treatment. The public's perception of

web-based mental health interventions is favourable.

CONCLUSION

Conclusively, the research is centred on the correlation between New Media and Mental Health Literacy among young adults in China. The research purpose has been accomplished, which is to examine how young adults in China perceive the use of new media to enhance mental health literacy, using the Technology Acceptance Model (TAM) Theory as a framework.

Utilizing new media platforms can enhance mental health literacy in China. It can disseminate information across different geographical locations and within specific time frames. The distribution of appropriate mental health information through new media platforms can enhance Chinese understanding of mental health, hence boosting their mental health literacy. Nevertheless, there are drawbacks to employing new media as a means of obtaining and searching for mental health information. Hence, certain individuals possess both favourable and unfavourable dispositions when it comes to utilizing digital media to enhance mental health literacy.

In summary, the results indicate that young adults have a favourable perception of new media platforms that are utilized to enhance their understanding of mental health, as viewed through the lens of the Technology Acceptance Model (TAM) Theory. The findings suggest that most young individuals have a favourable attitude towards using new media to access mental health information. All the hypotheses derived from the preceding study and the Technology Acceptance Model (TAM) Theory are supported with statistically significant results.

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THE INTERPLAY OF CORPORATE SOCIAL RESPONSIBILITY AND BUSINESS PERFORMANCE: A CHINESE AUTOMOTIVE INDUSTRY PERSPECTIVE: AN EMPIRICAL STUDY

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ABSTRACT

The background highlights the increasing engagement of Chinese companies in CSR activities and the limited research on their effects on performance. The problem statement underscores the need to understand whether CSR contributes to enhanced business performance, given the reported success of companies like UMW Holdings Bhd. The objectives are to assess the impact of CSR on business performance and to track performance trends over the past three years. This study aims to provide valuable insights for shareholders, company management, and the general public by revealing how CSR practices affect business performance and by promoting better understanding and implementation of CSR strategies. The research methodology includes a detailed examination of CSR practices and their impact on business performance, using both quantitative and qualitative data.

Keywords: CSR activities, business performance, CSR strategies

INTRODUCTION

A firm should prioritize its social responsibility efforts over its primary goal of increasing shareholder wealth. By participating in social and environmental events in society and carrying out its operations through programs like environmental conservation, improving the standard of living for its employees and society at large, and being active in its industry, it expands its mandate (Mugisa, 2011). These initiatives are attracting an increasing number of investors to socially conscious businesses. For certain, this has resulted in improved corporate performance. With the help of UMW Holdings Bhd (UMW), the auto maker industry saw a 3.1% increase in vehicle sales over the prior year was the only industry spared from the general slump that occurred in November 2021. Then, thanks to better earnings results, UMW saw a 6.3% increase in total vehicle sales. At RM299.1 million, UMW's net profit for the third quarter of 2021 climbed 3.6% year over year. When compared to the same period last year, UMW's net profit has improved by 84.6% to RM743.4 million so far this year. It was possible that CSR had an impact on the rise in earnings as a result of the improved performance. Furthermore, there is a dearth of Chinese research relating corporate social responsibility (CSR) to business performance, which creates a research gap in the automotive sector. According to an ACCA China study from 2021, just 43% of businesses had some level of corporate social responsibility (CSR) information, and 26% were unsure if they will in the future. The majority of CSR commitments were expressed in terms of charitable contributions (Mallenbaker.net 2006). As a result, the goal of this study is to evaluate the level of CSR activities used by Chinese organizations (Siwar, 2011 and Haslina, 2011). Can corporate social responsibility impact the success of businesses?

The following research questions were put forth in an effort to meet the stated objectives:

1. What elements affect corporate social responsibility in the automobile sector?
2. What various strategies do corporations employ while engaging in corporate social responsibility?

3. What has been the recent three years' trend in the business performance of the corporations under investigation?
4. How does corporate social responsibility affect the performance of businesses?

LITERATURE REVIEW

Corporate Social Responsibility (CSR) refers to an organization's continuous duty to behave ethically, support economic advancement, and foster the well-being of employees, their families, and the community at large (Moir, 2001). Business must take role in the performance's effects on the environment, society, and economy. According to the notion of corporate social responsibility, businesses also have legal and fair return-on-investment obligations on top of their philanthropic, ethical, and moral obligations. Corporate executives, however, have trembled when it comes to the issue of the company's social duty. Friedman (1970) said that under the belief that company has responsibility to a wide range of groups in society, corporate responsibility stands to give a focused financial return to shareholders.

According to the principle, an organization's duty to its stockholders must come first and take precedence over all other obligations. It must also be centered on generating the most money possible. Certain scholars in this group originate from the organization's conventional neoclassical worldview (Moir, 2001). Friedman (1970), who disagreed that business would solely have social responsibility in an open economy, went on to promote the firm's concept. As long as it followed the laws of the business world, it would probably employ its resources and engage in planned activities to increase its earnings. It would entail honest competition, free from deceit or fraud. Milton Friedman states, "It contends that Distracting corporations from profit detection reduces the effectiveness of the economic system. In company, social responsibility is about making money while abiding by industry regulations. Public duties that properly belong to the government shouldn't be forced on private businesses (Friedman, 1970). The "fundamental morality rules against dishonesty, force, and fraud which are intended to encourage open and unrestricted competition" are the corporate rulebooks to which Friedman alludes (Friedman, 1970). According to Friedman, the market should be allowed to operate with just the minimal restrictions necessary to prevent fraud that would take advantage of the

country's general economic circumstances. What makes an open economy vibrant are the profits. The stockholders model was another name for the CSR theory (Bruno and Nichols, 1990). The model's recognition stems from the owners' contractual agreement, management accountability, and its association with moral and societal duty. But it would only be a profit-driven company strategy, which has gained insight from the standpoint of stakeholders and been sharply criticized by numerous other researchers. Certain criticisms on the shareholder assert that companies have obligations beyond generating profits.

In addition to approving businesses to operate based only on profit, society is also expected to comply with government-promoted norms that dictate how businesses should conduct themselves. Social interactions distinguish the partial application of business and society, and organizations are likely to monitor economic objectives within regulatory constraints. The lawmakers' statement of the fundamental idea of operations, which represents legal responsibilities, reflects codified ethics. As essential tenets of the open enterprise system, legal and economic obligations are appropriately realized as coexisting. The obligations of ethics the legal and economic obligations to promote equality and justice are symbolized by ethical norms. Although not explicitly mentioned in the law, these events and actions are accepted by ethical obligations that society's members expect. Furthermore, it represents the accepted standards that uphold the moral rights of stakeholders and show concern for the interests of customers, shareholders, the community, and workers, regardless of the degree of justice involved. Furthermore, the development of the legislation that would directly impose the fundamental principles guiding laws and regulations would come before the transformation of ethics. In addition, businesses are expected to fulfill evolving ideals and societal standards, even though these might not align with legal requirements. This is why ethical obligations are seen as an application of these expectations. Dealing with ethical duties can be challenging for businesses because they are typically defined and contested based on their legality. Previous efforts pertaining to business ethics have clearly established an ethical duty as a legitimate component of CSR.

The concept of Corporate Social Responsibility (CSR) encourages companies to recognize the value of the social and environmental effects that their workplaces and industries have on

society and shareholders. The CSR model counsels businesses to aim for maximum profits while adhering to a certain level of ethics. According to Berle and Means (1932), this perception of the corporation has "put the community in a position to demand that the modern corporation serve not only the owners or the control but all society." Stakeholder theory understanding allows directors to respond to stakeholder expectations for CSR; as a result, they would give the organization's actions a high priority (Sirsly, 2009). According to the notion, "various stakeholder groups' satisfaction is crucial for organizational effectiveness (Presidentialdson and Donaldson, 1995). According to Russo and Fouts (1997), the management would be able to strengthen information systems and scanning abilities as well as their preparation for changes, crises, and fluctuations as a result of the CSR investments. According to Majumdar and Marcus (2001), the CSR process would develop these internal capabilities, enabling a more effective use of the resources and increased organizational efficiency. The conceptual framework that is shown in Figure 2.3 above describes how the ecological, social, and economic factors can have a direct impact on an organization's success. Building, fostering, and enhancing mutually beneficial ties between an organization and its publics is the goal of social effect, according to several scholars (Ledingham, 2006). According to some academics, the demands, motives, and opinions of the public toward an organization precede its effects on consumers. Furthermore, several researchers proposed that publics' communication behaviors, including how they engage in communication and obtain corporate information, serve as crucial markers of how well their relationships with the firms are doing. The actions that are meant to directly or indirectly benefit the company's finances are included in the economic effect (motive: to be profitable). One way to think about this is in terms of maximizing profit or shareholder value. Since "direct impact" refers to any action that will result in an instant boost in profit or shareholder value, it doesn't need to be defined in great detail. On the other hand, the indirect economic impact is harder to define. It can involve actions that enhance a business's reputation and ultimately boost sales, or it can involve actions that better the circumstances for vendors or other value-chain participants, which raises the caliber of the goods and services the firm provides. There are numerous instances of CSR initiatives that may have unintended economic consequences.). CSR is often a sign of an effective environmental evaluation of a firm (Wood, 1991). This would increase the support of

businesses in addressing the concerns in a proactive and engaging manner (Waddock, 2002). It also makes it possible to define the interests of unmet stakeholders and protects firms that engage in negligence from legal action.

METHODOLOGY

The research procedures that obtain the theory backed by the data collection and analysis on the study process are described by Collis and Hussey (2023, p. 55). As stated under research paradigms under Section 3.1 above, there are a plethora of procedures available, contingent upon the sort of paradigm used for the study. Whereas positivistic approaches are associated with the objective kind, phenomenological approaches are comparable to Burrell and Morgan's (1979) subjective component (Wanyama, 2006). Indeed, triangulation research can employ a variety of approaches (Collis and Hussey, 2023, pg 78). The methodology employed in the questionnaire collection and analytic research examined the relationship between business performance and corporate social responsibility (CSR) practices. As seen in this study's Chapter 2, the study's initial phase involved an evaluation of the body of current research. The literature study emphasizes the arguments in favor of and explanations for both company performance assessment and corporate social responsibility. An investigation of how CSR affects corporate success comes to a close. While the annual company performance was based on a multi-year approach, the research methodology aims to collect data and information for the study. Trends and secondary data sources were gathered in order to measure business performance. The chosen firm's financial situation was assessed through the compilation of yearly company reports, which were then utilized to analyze performance over the preceding three years. Applying a quantitative approach is the best way to address the research issues put forth. In this specific study, the firm's multiyear internal financial records must be quantitatively collected for the investigation. The conclusion regarding the significance of the relationship between the multiyear financial comparisons and CSR activities was taken into consideration. In order to make inferences about how CSR practices affect corporate performance, data was interpreted.

There are two types of sampling approaches that can be applied in this research: probability

techniques and non-probability techniques. The non-probability technique was employed in this investigation since it is widely utilized, low-cost, and doesn't require a larger population. As a result, it may assist in saving or lowering the sample cost. Because statistical conclusions are frequently relied on quota samples and other non-random sampling techniques utilized in the actual world, quota sampling was chosen for this study (Burns & Bush 2006, P347). Quota sampling is seen as a non-probability sampling technique that restricts judgmental sampling into two groups, according to Malhotra (2006, p. 336). The first step in comprehending the distinctions is to manage the development of the targeted population's components. Convenience or subjective sampling criteria are used to choose the pieces for the second step. A quota sample consisting of 202 participants is chosen. Next, an element of convenience sample is chosen to disseminate the questionnaire to UMWT personnel. Respondents are frequently chosen because they are available at the appropriate time and location (Malhotra, 2006, p.333). Furthermore, quota sampling approaches offer comparatively low costs and minimal time spent on data collection, resulting in increased convenience when selecting elements for each quota (Malhotra, 2006, p. 337).

RESULTS

Understanding the research methodology and how it helps to examine and ascertain the relationships between all the variables mentioned is something that the researcher in the previous chapter has given. For a statistical study to be valid, all data must be correctly coded, altered, and processed. The result of the statistical packages of the social science analysis program will yield the hypotheses and data testing. Additionally, the findings of computer analysis program called Statistical Packages for Social Science (SPSS) are used to acquire data and hypotheses.

The primary goal of the research was to ascertain how corporate social responsibility affected business performance in this section. The study concentrated on a single private limited business that was a top player in China's automotive sector. The study focused on Toyota, one of China's top automakers. The company was chosen because its information was readily available, it was straightforward to obtain, and it had a track record of being the industry

leader in its respective markets. With an emphasis on the research questions outlined in Chapter 1, Chapter 5 concludes the analysis of all the data and offers recommendations and consequences for the study. As stated in the previous chapter, the purpose of the demographic analysis is to show the demographic profile of the respondents. The demographic analysis conducted at UMW Toyota indicates that, out of the 202 respondents, 64.9% were male and 35.1% were female. Five distinct age groups are depicted by UMW: 18–29, 30–39, 40–49, 50–59, and over 60. Furthermore, the majority of the sample comprises 108 respondents, or 53.5% of the total, who are between the ages of 18 and 29. A total of 60 respondents, or 29.7% of the sample, are between the ages of 30 and 39. Furthermore, 22 respondents, or 10.9% of the total, are in the 40–49 age range. In the 50–59% age category, there were 4.0% of respondents, or 8 respondents. Additionally, it was observed that 4 respondents, or a minority, were older than 60. Additionally, it shows how long the 202 respondents had worked for the company. The study, which included 116 respondents or 57.4% of the total, shows that the majority of respondents have less than five years of work experience in their present company. Also, 86 respondents, or 42.6%, had more than five years of job experience. The researcher can infer from the respondent's input that the organization's workforce is steady because there are a significant number of senior employees relative to an increasing workforce.

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IDENTIFYING KEY FACTORS INFLUENCING CUSTOMER SATISFACTION IN BUDGET HOTELS IN CHINA: AN EXAMINATION USING THE SERVQUAL MODEL AND PRICING FACTORS: AN EMPIRICAL STUDY

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ABSTRACT

This research aims to identify the factors affecting customer satisfaction in budget hotels in China by applying the SERVQUAL model, which evaluates five dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. In addition to these dimensions, the study incorporates price as a significant factor influencing customer satisfaction. The findings from this research are expected to provide valuable insights for enhancing service performance in budget hotels, contributing to improved customer experiences and overall service quality in China's hospitality sector.

Keywords: *budget hotels, travelers, customer satisfaction*

INTRODUCTION

The majority of budget hotels' patrons are domestic travelers, according to the president of the China Budget Hotel Association (MBHA) (Mybajet, 2013). The number of

budget hotels in China is rising. Thus, this was a trend in the travel and tourism sector, demonstrating the significance of low-cost hotels in the hotel business (Abdullah, Ishak, & Farah, 2012). According to Xie&Chaipoo Pirutana (2014), visitor satisfaction is a critical factor in hotels' success. Consequently, low-cost hotel operators must work to set themselves apart from the competition and enhance the experience of local visitors. In addition, a lot of travelers worry about their spending limits and try to conserve cash. They search for low-cost lodging options (Mybajet, 2013). Additionally, they develop a reasonable preference for "use less to enjoy more" (Tan, 2014). Customers who want to leave evaluations and complain about hotel services are becoming more frequent visitors to websites and other relevant platforms (Tyrrell & Woods, 2004). One way to communicate both interpersonally and widely is through the internet (Ohiagu, 2011). A guest complained that the hotel room was unclean and that there was no towel available in the bathroom. The issue remains unaddressed because nighttime housekeeping services are unavailable (TripAdvisor, 2013). Unresolved issues cause customer satisfaction scores to drop to 573 out of 1,000, according to J.D. Power (2012) (quoted in Bender, 2012). The analysis indicated that there has been a fall in global hotel customer satisfaction, including budget hotels, based on data from the market matrix (Village, 2012). Verm (quoted in Ariffin& Aziz, 2012) stated that each customer's unique experiences determine how satisfied a certain consumer is. Few studies have been done on the factors that influence hotel patron satisfaction, and none of them specifically address low-cost hotels in China. Take the 2013 study by Forizia, Zadeh, and Gilani, which looked into customer satisfaction in Chinese three-star hotels. Furthermore, there aren't many studies that look at the SERVQUAL model and pricing in combination. Moreover, little study has been done to examine consumer satisfaction with China's low-cost hotels in terms of these six factors. In addition, new elements and flaws need to be improved in order to increase customer satisfaction (Forozia, Zadeh, & Gilani, 2013). Many perspectives and metrics were taken into account in order to raise the degree of satisfaction; significant variables were used, although SERVQUAL model importance and pricing still need more consideration.

The budget hoteliers can benefit from this research by having a better grasp of the characteristics that local tourists find most important. Additionally, they possess a thorough

understanding of the top concerns that guests in low-cost hotels have. As a result, they are able to create an excellent marketing plan or selling point that will optimize the worth of local tourists and offer them first-rate services. Moreover, they might develop into exceptional hoteliers and win the competitive advantages that set the business apart from rivals and boost its popularity, profitability, and reputation. Additionally, it might serve as a launching pad for hotel business success and steer the company in the direction of success. Budget hotel operators will gain valuable knowledge about these impacting elements through this study, enabling them to compete in a highly competitive market and meet the needs of local tourists. In addition, researchers and educators benefited from it because they could obtain comprehensive knowledge and information on the variables influencing local tourists' happiness in relevant fields. It also benefits future researchers, particularly those looking at local tourists' contentment with affordable motels. The fictitious contribution can serve as proof and encouragement for them. Aside from that, this study examined the SERVQUAL model and an additional factor: cost. It stands out from earlier studies that focused solely on the SERVQUAL model. Conduct study on the pricing issue just because of China's weak economy and shifting consumer buying patterns. Customers worry about their spending and budget. Additionally, hotel management companies will have a better understanding of the needs and preferences of low-cost hotel guests, including students. This study provides hotel agencies with sufficient knowledge and data to identify the majority of contributing elements. Furthermore, it presents an opportunity for hotel agencies to strengthen their competitive advantages.

LITERATURE REVIEW

Service quality is defined as the customer's assessment of a service's overall superiority and excellence (Zeithaml, 1988). The issue of service quality is complex, and it takes time and consistent effort to address; Garvin (1988) stated as much. SERVQUAL is a five-dimension model that assesses the quality of services: tangibles, assurance, empathy, responsiveness, and reliability (Parasuraman & Zeithaml, 1985). Customers' "perception" of the service provider is

different from their "expectation" of what the provider should deliver (Lim & Tang, 2000). According to Parasuraman and Zeithaml (1985), service excellence happens when expectations are fulfilled. Direct interaction occurs between hotel services and its guests. Hoteliers must comprehend the expectations of their visitors in order to deliver the necessary level of service quality (Shi & Su, 2007). Fernandez, Ana, and Bedia (2004) stated that SERVQUAL was thought to be the best model for evaluating the level of service in hotels.

Assurance is defined as the confidence of manner by Merriam Webster (n.d.). The components of service assurance include communication skills, competence, security, and credibility (Parasuramen & Zeithaml, 1985). The definition of service assurance also includes an employee's capacity to inspire clients' confidence and trust by using their knowledge and civility (Schneider & White, 2004). The elements of assurance might be complex because courtesy includes respect, thoughtfulness, and civility. communication that guarantees constant customer awareness. The necessary information and abilities to perform the service are referred to as competence. To be secure is to be free from danger and risk. Finally, sincerity and reliability are referred to as credibility (Du, Deng, Varshney & Han, 2003). Additionally, the assurance statement makes reference to the staff members' knowledge (Akbaba, 2006). Furthermore, the definition of quality assurance, according to Glutting, Oakland, and McDermott (1989), is systematic activities that incorporate documentation in order to prevent quality issues. Regarding hotels, assurance refers to the The hotel staff's capacity to handle problems and inspire confidence in its visitors (Lin, 2005).

In the SERVQUAL model, responsiveness, according to Akbaba (2006), refers to staff members' readiness to provide prompt service and help clients. Employee responsiveness is

positively correlated with customer happiness, expenses, financial success, and customer retention (Sureshchandar et al., 2002). According to Frey (1998), responsiveness is the capacity of an organization to adjust to shifting consumer demands and preferences as well as shifts in the marketplace. Emphasizing inresponsiveness is the key to attracting new clients and keeping existing ones. Responding implies that the Workers are able to predict the needs and desires of customers and respond appropriately (Daugherty, Ellinger, & Rogers, 1995).

The capacity to share information is one of the key components of responsiveness since it allows a business to better respond to consumer needs and foster customer loyalty (Ramayah & Omar, 2010). In order to improve client response and hotel performance, information exchange is highly demanded in the hospitality business (Martin & Grbac, 2003).

METHODOLOGY

The focus of this study is on Chinese domestic visitors who have recently traveled within the country and stayed in budget hotels within a period of 6 months prior to their participation in this survey. This study focused on the local tourist population in China. The number of local visitors in China increased by 11.6% in 2014 compared to 2013, according to the Department of Statistic China (2015). We selected the timeframe to be within 6 months since it ensures that the experience of being in a cheap hotel is still fresh in the respondents' memory and easy for them to remember. In addition, Cherdchamadol & Sriboonjit (2013) selected respondents who had stayed in hotels for a period of 6 months or less as their target group for their study on consumer satisfaction with budget hotels.

The target respondents encompass a diverse range of individuals, including students, working

people, and individuals who have previously stayed in inexpensive hotels. This study primarily examines young adults, specifically those aged between 18 and 36 years old (Balota&Duchek, 1988). We chose them primarily due to their growing purchasing power and spending habits, which makes them an appealing target client for various businesses (Reisinger &Mavondo, 2002). Currently, young travelers in China are increasingly being presented with more possibilities to travel. One can quickly access travel information using the internet and social networks (Chiu, Ramli, Yusof, & Ting, 2015). According to Mohn (2013), young visitors accounted for 20% of international tourism and their expenditure has shown greater growth compared to other groups of tourists. According to UNWTO (2008), it was forecasted that the main driver of the expected increase in travel demand would be the young and wealthy middle class. This group was projected to reach approximately 500 million individuals by the year 2025.

This study utilized a questionnaire as a means of gathering data. Marshall (2005) and Zikmund &Babin (2007) have emphasized that a questionnaire is a highly successful instrument for collecting data, particularly when gathering information from a large number of respondents within a short period of time. This is due to its ease and speed of use. Hair, Babin, Money, and Samouel (2003) and Malhotra (2012) have asserted that the questionnaire method yields a high response rate when collecting data from a large number of respondents. This questionnaire has been developed using six variables: reliability, assurance, tangibles, empathy, responsiveness, and price.

The research methodology employed in this study, providing a comprehensive framework for collecting and analyzing data. The research design was carefully selected to align with the

objectives of this study, with a focus on quantitative methods to ensure the reliability and validity of the results. The data collection process, which primarily relied on a well-structured questionnaire, targeted China's local tourists who have stayed in budget hotels within the last six months. The sampling design, research instrument, and data processing techniques were meticulously crafted to yield accurate and insightful results. Through descriptive and inferential statistical analyses, including Pearson Correlation and Multiple Regression, the study will evaluate the relationship between the identified independent variables and customer satisfaction among local tourists. This robust methodology serves as a solid foundation for the forthcoming analysis, where the collected data will be systematically examined to draw meaningful conclusions and support the study's hypotheses.

RESULTS

This study aimed to examine the relationships between various service quality dimensions—reliability, assurance, tangibles, empathy, responsiveness, and price—and customer satisfaction among local tourists towards budget hotels in China. Utilizing SAS Enterprise Guide 5.1, comprehensive analyses were performed, and the results have provided valuable insights. From the demographic analysis, we found that the majority of respondents were female (55.60%), with the most common age group being 21 to 24 years old (46.80%). Most respondents were employed (55.60%), and a significant proportion earned between RM 3,001 to RM 4,500 per month (28.80%). Central tendencies of the constructs revealed significant variations across different service quality dimensions. For reliability, item R3 had the highest mean value, indicating it was the most favorable among respondents, while R5 was the least favorable. Similar trends were observed in other dimensions like assurance,

tangibles, and empathy, with specific items within each dimension showing higher or lower mean values, reflecting varying levels of customer perceptions. In conclusion, the findings emphasize that budget hotels in China should focus on enhancing tangibles, reliability, responsiveness, and assurance to improve customer satisfaction. Although empathy did not show a strong correlation, other dimensions proved to be crucial in shaping the overall satisfaction of local tourists. Understanding these factors can help budget hotels to strategically allocate resources, refine service offerings, and ultimately, achieve higher customer satisfaction and loyalty.

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THE INTERPLAY OF CORPORATE SOCIAL RESPONSIBILITY AND BUSINESS PERFORMANCE: A CHINESE AUTOMOTIVE INDUSTRY PERSPECTIVE: A CONCEPTUAL STUDY

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ABSTRACT

This study explores the impact of Corporate Social Responsibility (CSR) on business performance, focusing specifically on social, economic, and environmental relational factors. The research aims to fill gaps in understanding how CSR practices influence organizational outcomes in China, particularly in the automotive sector. Despite the growing interest in CSR globally and within China, research on its direct effects on business performance remains limited, especially in the automotive industry. This study addresses this gap by examining how CSR initiatives correlate with business performance metrics.

Keywords: *CSR activities, business performance, CSR strategies*

INTRODUCTION

The notion of corporate social responsibility with regard to performance is the main focus of this chapter. The study specifically attempts to investigate the relationship between the environment, economy, and social elements and the organization's performance. The

research backdrop, problem statement, general research aims, research objectives, important studies, and the chapter summary will all be covered in this chapter.

In the urbanized globe (i.e., Europe, America, Canada, and most recently, Asia and South America), corporate social responsibility is a "hot" topic. Many organizations participate in CSR and spend enormous sums of money fulfilling their responsibilities to the community, workplace, and market (Mugisa, 2011). Even in the same industry, some Chinese businesses go above and beyond what their competitors do when it comes to corporate social responsibility. In a similar vein, the government had become interested in corporate social responsibility by classifying stakeholders according to their intelligence. Scholars such as Dahlan (2009) and Basah (2021) have provided support for study on corporate social responsibility in China, particularly with regard to its various aspects. However, the amount of published research on corporate social responsibility in China is still very minimal, with the majority of the studies focusing on corporate ethics. There is a lot of need for further research into corporate social responsibility in China and to improve the scope of its application and geographic reach (Ahmad, 2023 and Harun, 2006). The researcher became interested in the subject after experiencing firsthand the benefits of several CSR efforts launched by prominent Chinese businesses and after serving on the management team of an organization that was eager to carry out CSR projects. The researcher's strong interest in the topic of Corporate Social Responsibility (CSR) was further piqued by the establishment of the Corporate Social Responsibility Consultative Group, which serves as a connection between significant investors and corporations in China. The many emphasized corporate social responsibility (CSR) initiatives that businesses participate in include labor, worker health and safety, environmental responsibility, and community quality of life (Nkiko and Katamba, 2010 and Gisch-Boie, 2008). CSR and corporate governance (CG) have been connected by other academics. In terms of labor relations, the community, business ethics, the environment, and the economy, CSR does address a wide range of issues (Wanyama, 2006). It's crucial to remember that while producing goods and services for the community is undoubtedly the primary responsibility of managing a business, the two must also work together to establish a stable environment. A company's social responsibility initiatives are determined by its

economic outlook. A CSR consultative group connects a number of Chinese businesses who have realized the value of corporate social responsibility (Ahmad, 2023).

LITERATURE REVIEW

The purpose of the literature review is to observe the issues, viewpoints, and research pertaining to the impact of corporate social responsibility on business performance. The background research on the research gaps that require attention is covered in Chapter 1. The research connected to the variables that offer a suitable framework for the implications of this research is extensively explored in the literature. Business decision-making and strategy have historically been driven by the desire for profit. This dates back to the era of European and American commerce and continues to this day in the global economy. The argument about the proper role of business and the commitment of the company has always been sparked by demands for businesses to take responsibility for the illnesses and suffering of the globe (Margolis & Walsh, 2023). Large-scale stakeholders, investors, and shareholders all make substantial contributions to an entity's corporate performance. Regarding the legality and significance of corporate responses to CSR issues, there has been a protracted legal battle since the 1970s. For example, Santiago (2021) lists benefits of CSR practice, and Murphy (2005) described it as "little more than a cosmetic treatment." On the other hand, researchers Waddock and Graves (1997), Hillman and Keim (2001), and Verschoor and Murphy (2002) discovered that a rise in CSR may be the cause of an improvement in company performance.

CONCLUSION

The study's findings make it abundantly evident that the community, customers, employees, investors, suppliers, and environment are all major stakeholders in CSR practices. Since they have inherent benefits for a socially conscious company, a firm must take into account the needs of all its stakeholders. The CSR strategy is linked to a strong sense of responsibility in contemporary businesses that are dedicated to providing consumers with excellent service and fostering a culture of continual improvement. Organizations should foster more responsible and well-trained personnel who deserve to be adequately rewarded by

emphasizing strong public accountability. actively controlling risks to the reputation of the organization, its customers, stakeholders, and a healthy return for shareholders. According to the research's findings, UMW Toyota's CSR initiatives in the areas of customers, employees, suppliers, investors, the community, and the environment align well with the ethical, legal, and philanthropic dimensions as noted by Carroll (1991). While awareness campaigns, community donations, and tree planting, among other things, fit in well with the ethical and philanthropic aspects, good working conditions for employees, disclosure requirements, sales growth, product quality, and packaging fit in well with the economic and legal components. Based on the study's findings, the companies under investigation saw improvements in their business performance in the following areas: customers, where new products and improvements in product quality were noticed; internal business processes, where new process automation was noticed; innovation and learning, where staff members received new skills and training; and financial perspective, where sales increased annually. In order to thrive in the current unstable climate, organizations must comply with the standards of corporate social responsibility by engaging in practices that promote improved performance and efficient operations. Senior management and all stakeholders must continue to provide support. The difficulty lies in identifying the company's major social and environmental consequences on a regular basis and assigning shilling values to them in order to accurately assess performance. The social perspectives (community, acceptance, contribution by community, and environment conservation), the economic perspectives (profit maximization, long-term survival, customer approval, customer loyalty, corporate image), and the environment perspectives (interest, competitors' interest, industry standards, reduce business risk, increasing rival's costs) all showed improvements in the effort to meet CSR requirements. When respondents agreed that CSR will have a direct impact on organizational performance, a favorable influence on business performance was seen. One could argue that implementing CSR should result in lower profitability in the short term. Let's just state that while corporate social responsibility (CSR) offers many advantages, these benefits must be fully realized through careful cost management. This relates to data that is quantitative. Clear definitions of social responsibility costs are necessary. This will significantly reduce the amount of ambiguity that both interested parties to a firm have.

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THE IMPACT OF ARTIFICIAL INTELLIGENCE TOOLS ON THE ACADEMIC WRITING PROFICIENCY OF UNDERGRADUATE STUDENTS IN CHINA: A CONCEPTUAL STUDY

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ABSTRACT

This study aimed to examine the factors of Artificial Intelligence (AI) technologies that influence the academic writing proficiency of undergraduate students in China. The research study focuses on the impact of personalized learning, feedback mechanism, usage frequency, and hedonic motivation as independent variables on academic writing proficiency, which is the dependent variable.

Keywords: Artificial intelligence, academic writing, undergraduate students

INTRODUCTION

The objective of the study is to examine the impact of artificial intelligence tools on the academic writing skills of undergraduate students. The variables considered in this study encompass individualized learning, feedback mechanisms, frequency of usage, and hedonic motivation of AI technologies. An analysis will be conducted to determine how these characteristics impact the academic writing proficiency of undergraduate students. In this

chapter, a comprehensive overview of the background research on artificial intelligence (AI) will be provided. This will include a broad summary of the issue statements, study aims, questions, hypotheses, and the relevance of the research. This research aims to gather data on the level of importance that these elements have on the academic writing skills of undergraduate students.

In recent decades, AI has been increasingly employed to improve various domains that have a significant impact on our lives (Kaplan & Haenlein, 2019). AI has proven to be effective in solving complex problems in various domains, including education. AI has been utilized in the domain of natural language processing to create advanced chatbots and virtual assistants capable of understanding and producing human language. The growing emphasis and rising utilization of AI in educational environments have led to the emergence of the study domain referred to as "AI in education," or AIED. AIED refers to the utilization of artificial intelligence technologies in educational settings. It utilizes artificial intelligence to replicate human intelligence in order to deduce, evaluate, predict, and make judgments pertaining to the process of teaching and learning (Hwang et al., 2020). The main objective of artificial intelligence (AI) in the field of education is to provide personalized learning support is provided to individual students, taking into account their learning progress, preferences, and personal characteristics (Hwang et al., 2020).

Moreover, academic writing is of utmost importance in evaluating students' academic performance in higher education, since it directly influences their grades (Mujtaba et al., 2023). Nevertheless, learners have a daunting obstacle in achieving academic excellence when they are obligated to write in a second language, particularly in China. Bartolic et al. (2021) found that the COVID-19 pandemic has caused a rapid increase in the use of online technologies in higher education. This has led to the emergence of AI-mediated "machine-to-student" interactions, and the academic community has already embraced language-based artificial intelligence. Researchers frequently utilize chatbots as research aides to streamline idea organizing, provide input on task outcomes, aid in code composition, and summarize study material (Hutson, 2022). Furthermore, there has been significant attention towards the concept of a "adaptive learning system" due to its focus on enhancing

the learning experience of individual students through the alteration of various components within the learning system. These components may include user interfaces, learning content, or learning paths, all of which are adjusted based on the specific needs and progress of each learner (Hwang et al., 2020).

LITERATURE REVIEW

Academic essay writing is a systematic procedure that combines thorough research, organized arguments, and precise expression to contribute to academic discourse (Altmäe et al., 2023). To develop a strong basis for exceptional writing, students must proactively familiarize themselves with fundamental ideas that are essential to academic writing. This entails crafting succinct and unambiguous titles that encapsulate the essential elements of the work, as well as producing captivating abstracts that proficiently delineate the principal themes, methodology, and conclusions of the study. Participating in scholarly writing in the English language is a multifaceted and crucial activity.

The Endeavor of academic writing poses challenges for both native and international students (Campbell, 2019). Engaging in the practice of academic writing is vital, as it is deemed a fundamental component of English language acquisition and is relevant to the study of any discipline where English serves as the global medium of communication (Kurniati & Fithriani, 2022). Parra G. states that... Calero S. In the subject of language education, AI has brought forward novel methods for language training and evaluation. Generative AI (GenAI) and natural language processing (NLP) technology are widely used for holistic scoring and writing evaluation. GenAI models utilize sophisticated algorithms to analyse patterns and produce creative content, such as text, images, music, videos, and code. The GenAI tools comprise a range of applications, such as ChatGPT, Bard, Stable Diffusion, and Dall-E (Int Educ Technol High Educ et al., 2023). The training of this model encompasses a wide array of materials, encompassing books, periodicals, and webpages. This training enables the AI to comprehend user input, provide appropriate responses, and participate in coherent conversations across various subjects. This has the capacity to assist and revolutionize individuals in diverse aspects of their endeavours.

AI-driven writing tools can aid in the design of essays, provide advice on writing style and grammar, and facilitate idea generation. Gayed et al. (2022) demonstrated the beneficial effects of AI writing tools on students' writing competency and self-assurance. These technologies have been proven to be valuable aids for learners, particularly by offering prompt feedback and enhancing writing abilities. However, Makarius et al. (2020) stressed the necessity for additional enhancements in AI tools to enhance their comprehension of context and efficacy in various subject areas. Moreover, the incorporation of AI into academic essay writing also prompts inquiries regarding the accountability of educators and ethical considerations. According to the research conducted by Su et al. (2022), while AI tools can be beneficial in delivering feedback, it is still crucial for teachers to play a vital role in nurturing critical thinking and creativity. The incorporation of artificial intelligence (AI) in the production of scholarly articles has shown increasing interest in incorporating technology that provides a wide range of features to assist with the writing process.

CONCLUSION

In summary, the study has effectively accomplished its research goal, which is to examine the elements of using AI tools that impact the academic writing fluency of undergraduate students, and to explore the connections between these components.

determinants and the variable being measured. During the study, it was determined that not all independent variables exert a substantial influence on the dependent variable. Our study revealed that only three independent variables had a significant effect on the dependent variable, whereas one independent variable does not have a significant effect on the academic writing skill of undergraduates. Therefore, several suggestions have been proposed for future researchers to follow when endeavouring to do a similar study. Additionally, it is recommended that other institutions thoroughly examine the research to gain a deeper understanding of the factors that may impact the academic writing skills of undergraduate students.

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THE IMPACT OF ARTIFICIAL INTELLIGENCE TOOLS ON THE ACADEMIC WRITING PROFICIENCY OF UNDERGRADUATE STUDENTS IN CHINA: AN EMPIRICAL STUDY

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ABSTRACT

Our target population consists of undergraduate students. We employed the convenience sample method to distribute the questionnaire to our specific target population, totalling 200 sets in total. The reliability of the test will be assessed by calculating Cronbach's Alpha, which will provide a measure of the test's level of dependability. In addition, the data that has been collected will be analysed using multiple regression analysis. The research study's findings indicate that respondents recognize individualized learning, feedback mechanism, and hedonic motivation as important aspects that enhance academic writing skill. Among these factors, the feedback mechanism has the most significant impact. The study's findings suggest that undergraduate students believe that the feedback mechanism of AI tools can offer them superior resources and aid in enhancing their academic writing proficiency.

Keywords: *Artificial intelligence, academic writing, undergraduate students*

INTRODUCTION

The adoption of artificial intelligence systems in language learning has witnessed a substantial increase in the last decade. There are worries about the ability of computers to

accurately and effectively evaluate written language (Parra G. & Calero S., 2019). Nazari et al. (2021) state that computer-based tools, such as automated writing evaluation (AWE), automated essay scoring (AES), and automated written corrective feedback (AWCF), are increasingly replacing human assistance in writing tasks. AI-powered writing tools available on mobile devices offer significant potential to enhance students' educational experience and cultivate writing skills that are challenging to develop through conventional methods of instruction. One of the primary objectives of AI is to create autonomous technology capable of analyzing its surroundings and performing tasks in a manner similar to humans. New writing programs have the potential to enhance the writing curriculum by integrating the AWE, AES, and AWCF capabilities into a unified application, hence providing personalized and efficient enhancements. The accessibility of AI technology, particularly for college students, has progressively increased.

Enhanced by the exponential advancement in technology. However, there has been limited research conducted on the utilization of AI-powered technology as a digital instrument to enhance the writing skills of undergraduate students in academic papers. Therefore, further investigation is necessary to ascertain whether the utilization of AI technology can enhance students' writing proficiency.

This study seeks to determine the impact of using AI tools on the writing proficiency of undergraduate students. Tan et al. (2022) argue that the expansion of artificial intelligence (AI) will have a substantial impact on students' problem-solving methods, their ability to consider several perspectives, and their use of various resources. This will be achieved through collaborative and social interactions with their peers. These learning environments need students to develop advanced skills in agency, cognition, social-emotional skills, and conduct in order to succeed in a society that relies on information. Furthermore, the utilization of technology might mitigate the difficulties that have arisen in academic writing due to its expansion. Given the widespread integration of technology in education, the significance of studying digital technology is steadily rising. Software developers are accountable for designing and implementing computer-based systems and applications. The growing demand for technological advancements, such as AWE (Advanced Wireless Encryption), AES

(Advanced Encryption Standard), and AWCF (Advanced Wireless Communication Framework), has expedited their progress (Nazari et al., 2021). In modern times, the three computer programs can be integrated into a unified application referred to as a digital tool, enabling students to edit, proofread, and organize their work in a one location.

The primary aim of this research is to investigate the relationship between the elements that impact the usage of AI tools and their impact on the academic writing skills of undergraduate students, as seen below:

I. The objective is to investigate the correlation between the utilization of AI tools in personalized learning and the academic writing skills of undergraduate students.

II: This study aims to investigate the correlation between the feedback mechanisms of AI tools and the academic writing skills of undergraduate students.

III: This study aims to investigate the correlation between the frequency of utilizing AI tools and the academic writing proficiency of undergraduate students.

IV: This study aims to investigate the correlation between the hedonic motivation of AI tools and the academic writing proficiency of undergraduate students.

The objective of the study is to augment comprehension regarding the impact of AI technologies on the scholarly writing aptitude of undergraduate students in China. This research aims to ultimately yield benefits that improve the efficiency of employing AI tools in academic writing.

Presently, students are sometimes categorized as "digital natives" because of their inherent comprehension and proficiency with technology. Students that are considered digital natives have the necessary digital skills to effectively use technology resources, specifically for academic writing in English (Ali & Elnadeef, 2023). The research conducted by Hajimaghsoodi & Maftoon (2020) discovered that the use of technology tools for writing has enhanced the development of students' writing abilities, while also being integrated into the educational curriculum. Furthermore, the research conducted by Faisal & Carabella (2023) has shown that using technology for educational purposes improves students' competence in

utilizing technological tools for their English writing. Students also view technology tools as advantageous for improving their English writing experience since they make editing and revising easier.

The partnership was conducted by Kurniati and Fithriani in 2022. Hence, pupils can proficiently utilize artificial intelligence and technology for the purpose of English academic writing. Students, being technologically adept, actively hunt for different AI tools to achieve optimal results in finishing their academic essays.

The project is to investigate the perceptions and utilization of AI tools among undergraduate students in China, specifically in relation to enhancing their academic writing proficiency. This would be achieved by gathering responses from approximately 200 participants. By gathering these findings, we may demonstrate a more comprehensive comprehension of the efficacy of AI tools in the context of academic writing, as well as the various elements that contribute to its improvement. Furthermore, the benefits and drawbacks of the increasing utilization of AI tools can be demonstrated.

LITERATURE REVIEW

Zulfa et al. (2023) provided an example that illustrates the AI tools frequently used by students in English academic writing. These tools include Grammarly, QuillBot, Google Translate, Mendeley, Google Scholar, Paraphraser.io, and others. The research conducted by Marzuki et al. (2023) demonstrates that AI writing tools, such as Grammarly, QuillBot, and Wordtune, have been found to significantly improve students' writing skills. Generative AI in written communication surpasses the capabilities of standard grammar and spell-checking software. AI language models have exhibited remarkable proficiency in generating cohesive and pertinent content that replicates human writing styles (Brown et al., 2020). These programs employ sophisticated algorithms to detect prevalent grammar, punctuation, and structural problems, and offer recommendations for rephrasing to enhance clarity and style. In a study conducted by Riana et al. (2022), it was demonstrated that the utilization of Grammarly resulted in enhanced grammar and punctuation abilities among students. This improvement was achieved through

the analysis of the user's material and the provision of immediate suggestions for better grammar, spelling, punctuation, clarity, engagement, and delivery. This results in the transformation of the writing process into a valuable educational endeavour. Quill Bot is an AI tool that specializes in paraphrasing to assist students in avoiding plagiarism while preserving the original sense of their writing. Kurniati and Fithriani. In 2022, it was shown that Quill Bot significantly improved students' capacity to paraphrase, which is a crucial talent in academic writing. Furthermore, Word Tune principally emphasizes enhancing and optimizing the tone and style of the content. In a study conducted by Lam & Moorhouse (2022), it was demonstrated that Word Tune is highly effective in enabling students to recognize their writing deficiencies, thereby facilitating self-assessment and knowledge acquisition. This program beyond basic grammatical correction and delves into the nuances of writing styles. The language model GPT-3, created by OpenAI, possesses the capability to produce coherent and contextually appropriate utterances, hence enhancing students' learning experience.

The ability to think creatively and analytically is a valuable skill (Mhlanga, 2023). It serves as a valuable instrument for pupils to explore various writing styles and ideas.

Alharbi (2023) asserts that AI-powered solutions offer substantial assistance in multiple aspects of academic writing, such as language rectification, grammatical validation, and editing. They can help students discover and solve language issues, so improving the overall clarity and coherence of their work. A study conducted by Marzuki et al. (2023) reveals that AI language tools, like GPT-3, can assist students by generating content and providing suggestions to improve sentence structures and use appropriate terminology. Sharifi et al. (2021) demonstrated that AI-powered citation and reference management systems, such as Mendeley, allow students to efficiently organize and arrange reference lists with precision, while also assuring adherence to different citation requirements. Furthermore, AI-driven solutions, such as plagiarism detection software, assist students in upholding academic honesty by recognizing possible instances of plagiarism and enhancing their proficiency in conducting literary reviews with greater efficiency. Artificial intelligence (AI)-driven search engines and databases can enhance the efficiency of locating research papers and provide tailored recommendations based on user preferences and past search patterns (Chichekian & Benteux, 2022).

Nazari et al. (2021) argue that a notable effect of AI in education and meaningful learning is its ability to provide timely feedback to students regarding their progress in learning. The study also demonstrates that to encourage active engagement from students and improve their academic achievement, motivation, and capacity to self-regulate their learning, it is essential to offer fast and timely feedback. AI learning techniques can successfully facilitate and support this promptness. The feedback promoted the students' heightened involvement, acquisition of knowledge, active involvement, and independence. The prompt and continuous feedback, accompanied by specific and instructive examples, provides learners with improved chances for customized and personalized experiences. Instructional feedback has the potential to enhance writing skills, problem-solving capabilities, and self-regulatory techniques (Nazari et al., 2021). As per Parra G. study. Calero S. In 2019, AI has proven to be effective in solving complex problems in various areas, including the subject of education. The application of artificial intelligence (AI) in the field of natural language processing has resulted in the creation of advanced chatbots and virtual assistants that are capable of understanding and producing human language. This has allowed for the resolution of time limitations and the acceleration of the feedback procedure. Facilitating students to develop their writing proficiency at their own pace might improve their autonomous involvement and participation in the language classroom. Furthermore, the tool's capacity to evaluate the students' writing proficiency in a reliable and unbiased manner motivates learners to improve their writing mechanics and precision. Artificial intelligence systems have seen substantial growth in their application to language learning over the last decade and have become extensively used by students.

Hedonic motivation refers to the degree to which students find the use of AI tools for academic purposes enjoyable, engaging, and provocative (J. K. M. Ali et al., 2023). Previous research in the field of e-learning has established that the adoption of new learning technologies is influenced by hedonic motivation. Online learners are inclined to search for courses that are interesting, enjoyable, and beneficial, and that showcase competence, active participation, and well-structured content. The interactive and dialogic nature of AI Tools can enhance enjoyment and amusement. ChatGPT offers customers a pleasurable experience, while being solely

accessible as a digital program. The distinguishing characteristic of this system is its ability to produce responses that closely resemble human writing (Foroughi et al., 2023).

METHODOLOGY

A research design is a systematic framework that enables researchers to ensure the credibility of the data obtained during a marketing research project. This document provides a clear and concise explanation of the fundamental steps involved in gathering the required data for the purpose of formulating or evaluating marketing research issues. Thus, this study has employed quantitative and descriptive conceptual research methodologies.

Quantitative research involves the systematic collection, examination, and presentation of organized data using numerical methods. This research establishes and confirms the causal relationship between the variables. The study aimed to assess the impact of personalized learning, feedback mechanism, usage frequency, and hedonic motivation on the effects of AI tools on the academic writing skill of undergraduate students. This research demonstrates the identification of the independent variable. Variables exert the most substantial influence on the impact of AI technologies on the academic writing proficiency of undergraduates.

This study utilized a descriptive research methodology. In Section A of the questionnaire, demographic profiles were used to describe the population based on important variables. Descriptive research studies seek to analyse and evaluate the characteristics of a certain population, such as their demographic and personal details, in order to gain insight into groups of persons or organizations.

The study examined two sources of data, namely primary and secondary data. The process of collecting primary data involved gaining firsthand knowledge that is pertinent to the research subject.

In this study, primary data refers to the unprocessed information obtained directly from the sources that were collected by the researcher. The purpose of gathering primary data is to obtain relevant information that is necessary to fulfill the study objectives. In addition, it is crucial to gather primary data to uncover knowledge about the factors that might impact the

academic writing proficiency of undergraduates using AI tools. Survey questionnaires have been issued to collect primary data due to its simplicity, ease, and reliability.

RESULTS

The findings of personalized learning demonstrate a substantial influence on the academic writing competencies of undergraduate students. Previous research has demonstrated that students exhibit higher levels of engagement when utilizing AI tools for academic objectives. This can be attributed to the personalized learning capabilities offered by these tools, which enable students to customize the learning experience according to their individual needs and abilities (Vincent-Lancrin & Van Der Vlies, 2020). Based on the accepted and validated hypothesis, this research aims to identify specific characteristics of AI systems that improve personalized learning experiences. These characteristics may include adaptive feedback, tailored learning paths, or personalized writing prompts. Analysis of the effectiveness of individualized learning in improving writing skills might offer educators and developers useful direction in creating more influential methods for teaching academic writing.

Furthermore, the findings also revealed that the feedback mechanism of AI tools exerts a substantial impact on the academic writing competence of undergraduate students. Referring to previous research, it has been demonstrated that AI systems that provide immediate and rapid feedback can encourage active participation from students and improve their academic performance, motivation, and capacity to manage their own learning requirements and objectives. By confirming the hypothesis, this revelation could offer academic institutions a more comprehensive understanding of how the feedback mechanism of AI tools can impact the writing or learning outcomes of users. It may also provide developers with valuable ideas for designing and implementing AI-supported writing instructions.

Moreover, the findings indicate that undergraduates and students are more inclined to use AI tools in their academic pursuits because of the hedonic incentive generated by AI technologies. Users are more inclined to search for engaging and enjoyable artificial intelligence tools that manifest proficiency, active involvement, and meticulously structured

material. A distinctive element of AI Tools is its interactive and dialogic nature, which has the potential to enhance enjoyment and entertainment (Foroughi et al., 2023). Through understanding the importance of hedonic motivation, developers can improve the design of AI products to increase their appeal and enjoyment for users. Consequently, this can enhance the writing experiences and results of pupils. One example is the integration of gamified elements into artificial intelligence programmes to enhance the interactivity and enjoyment of writing activities. Furthermore, the study might inspire academic instructors to include artificial intelligence (AI) technologies in their classrooms to augment the pleasure derived from studying and enable students to be more actively involved in their education through the promotion of hedonic motivation.

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EXPLORING THE INFLUENCE OF ONLINE FRIENDSHIP QUALITY ON EMOTIONAL WELL-BEING AMONG EMERGING ADULTS IN CHINA: A FOCUS ON ONLINE SELF-PRESENTATION: A CONCEPTUAL STUDY

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ABSTRACT

This study investigates how online self-presentation—specifically adaptable self, authentic self, and freedom of self-online—affects emotional well-being among emerging adults in China, with online friendship quality as a mediator. Using a correlational cross-sectional design, data were collected from 340 participants (74.9% females, 25.1% males) via a Qualtrics survey. Results indicate that adaptable self and freedom of self-online positively correlate with online friendship quality.

Keywords: *Online self-presentation, emerging adults, online friendship*

INTRODUCTION

Young adults between the ages of 18 and 25 have reported a higher prevalence of anxiety, sadness, and stress symptoms, especially during the pandemic. This can be attributed to the abrupt changes in their lives, challenges in adjusting to online learning, and concerns about what lies ahead (Wong et al., 2021). A study by Wan MohdYunus et al. (2021)

revealed that Chinese university students exhibited an average level of stress, but had severe to extremely severe symptoms of anxiety and depression. According to McCrae et al. (2017), teenagers experiencing melancholy moods tend to utilize the Internet as a means to seek companionship and communicate their emotions. During the lockdowns, it was stated that individuals from Southeast Asia spent over an hour every day on the Internet. Prior to the onset of the covid-19 pandemic, Chinese allocated an average of 3.7 hours per day for personal internet usage. However, it subsequently increases to 4.8 hours for online usage during the height of the shutdown (Sunbiz, 2020). Currently, the internet consumption for one day is 4.2 hours. The Internet's rapid advancement has expanded opportunities and platforms for users to engage in communication, social interaction, and public sharing online. In 2021, the number of Internet users in China has grown by 738,000, representing a 2.80% rise compared to 2020. The number of social media users has increased by 2 million, which is comparable to 86% of China's population (Kemp, 2021). Currently, the majority of Internet users utilize the World Wide Web to expand their social connections (Jones & Fox, 2009). In light of the increasing interactivity and user engagement on the Internet, it is imperative to examine individuals who are inclined to use participatory technologies such as social media and their psychological characteristics.

Adolescents also form new virtual connections and friendships with individuals whom they have not met in person (Mesch & Talmud, 2007; Valkenburg). Peter (2007a). The Internet and social media serve as a digital realm where individuals express and shape their identities. Furthermore, individuals engage in the process of managing their online and offline identities (Mahmud & Wong, 2021). Sharing personal information online has become equivalent to one's identity in face-to-face interactions and is connected to how individuals present themselves and manage the impressions they make online. In addition, the well-being of individuals was shown to be affected by their genuine self-expression on the internet, as supported by studies conducted by Grieve & Watkinson (2016), Jang et al. (2018), Wang et al. (2017), and Wang et al. (2018). It was seen that presenting one's actual self-online was associated with lower levels of depression, as demonstrated by Xie et al. (2017), and a perception of increased social support, as indicated by Lee & Cho (2018). Thus, this study has investigated how individuals portray themselves in the digital realm and how it relates to

their emotional well-being. This study has assessed the effect of online friendship quality in regulating the relationship between self-presentation and emotional well-being in the virtual world.

LITERATURE REVIEW

The self-presentation hypothesis, also referred to as impression management theory, posits that individuals strategically behave in a manner that shapes how others perceive them, aligning with their desired image. People strive to control their appearance or image when they are in the presence of the public. Goffman (1959) introduced the self-presentation theory, which examines the human inclination to manipulate the formation of others' impressions. Therefore, in such a scenario, the cultivation of one's self-image is enhanced through either acting or effective management. Individuals modify their physical appearance, conduct, demeanour, and portrayal in order to cultivate a favourable impression that is more appealing to others. There is a tendency for us to engage in self-disclosure when it comes to the topic of how our perception is formed (Junilla, 2014).

Self-disclosure involves the act of sharing personal information or emotions with others, including one's thoughts and feelings. Insufficient disclosure of personal data can hinder individuals in establishing and sustaining friendships or romantic relationships (Cherry, 2020). Goffman's theory of social life posits the existence of distinct 'front' and 'backstage' settings in which individuals engage (Artino, 2019). The term "front" pertains to the public or formal context in which individuals behave in a manner that aligns with the image they desire to project to others. By contrast, the 'backstage' is the area where individuals do not perform or assume a role, as they are not on the 'stage'. Individuals frequently exhibit a tendency to alternate between different roles or situations. In addition, self-presentation is linked to emotional and behavioural problems such as anxiety, timidity, despair, and lack of success (Leary, 1996). According to

Yang and Brown (2015) utilise the self-presentation theory to demonstrate that genuine online self-presentation is linked to the amount of social support Social Media users receive from others, as well as their degree of self-esteem and sense of belonging. Pang's (2020)

study has expanded upon the self-presentation theory by discovering that self-presentation acts as a mediator between relationships and the mobile mediated environment. When individuals enter a new setting, they often take steps to carefully cultivate their public image. Their aim is to become known by others and to develop new connections with their peers (Yang & Brown, 2015). The desire to engage in self-presentation was motivated by the need to establish a connection within the online community (Ma & Agarwal, 2007) and contribute to the development of the relationship. Furthermore, a study conducted by Habsah et al. (2016) elucidates Goffman's impression management theory, which posits that individuals strategically control their identity and impressions on the internet based on socially accepted traits. Self-presentation behaviour refers to the strategies individuals employ to influence how others perceive their beliefs.

CONCLUSION

In 2018 was a significant year. According to Cohen et al. (2017), there is a correlation between emotional neglect and an elevated level of depression. The concept of personal online freedom and its impact on negative emotions. Furthermore, the findings indicate that increased online self-expression is associated with heightened unpleasant emotional experiences. Online self-determination pertains to the unrestricted ability of individuals to openly express themselves on social media platforms or in interactions with their online acquaintances. According to Anderson and Jiang (2018), teenagers frequently share their self-portraits on social media platforms and have the ability to connect and engage with diverse communities. According to the survey, teenagers have a preference for sharing and discussing their problems with their close pals. While social media facilitates interpersonal connections, research has shown that it can negatively impact an individual's mental well-being by creating pressure to produce content that presents a certain image and the need to accumulate likes or comments (Anderson & Jiang, 2018). The pressure of consistently projecting an unrealistic and nonsensical persona on social media in order to maintain one's perfectionism results in feelings of anxiety and sadness (Amedie, 2015). Therefore, this previous discovery contradicts the findings obtained, which shows that the freedom of online

self is positively correlated with negative affect. The capacity of Chinese young adults to openly articulate their thoughts and feelings on social media platforms may lead to psychological distress or the occurrence of unpleasant emotions, potentially stemming from the feedback and social validation garnered through comments and likes. Previous research has shown that a person's happiness is linked to the number of likes they receive on social media (Marengo et al., 2020). When people receive inconsistent likes and comments, they are more likely to feel unhappy and frustrated, leading them to change what they post online (Stsiampkouskaya et al., 2021). The correlation results also indicated that a greater degree of authentic self-presentation is associated with a reduced sensation of negative emotion. The discovery was corroborated by previous research indicating that adolescents (Wang et al., 2019) and college students (Wenzel & Lucas-Thompson, 2012) who authentically exhibit themselves on social network sites enjoy a decrease in depression. Research has demonstrated that engaging in authenticity can have positive effects on one's emotional state, namely by reducing the social difficulties associated with social anxiety disorder (Plasencia et al., 2016). Emerging adults in China demonstrated a strong sense of authenticity on social media due to the good comments they received and the reduced presence of negativity. This encouraged them to continue being true to themselves.

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EXPLORING THE INFLUENCE OF ONLINE FRIENDSHIP QUALITY ON EMOTIONAL WELL-BEING AMONG EMERGING ADULTS IN CHINA: A FOCUS ON ONLINE SELF-PRESENTATION: AN EMPIRICAL STUDY

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ABSTRACT

Adaptable self-shows a positive association with negative affect, while authentic self correlates negatively with negative affect. Online friendship quality is positively linked to positive affect and mediates the relationship between freedom of self-online and positive affect. This research underscores the importance of understanding self-presentation and online friendship quality in enhancing emotional well-being, benefiting individuals, society, and healthcare practitioners.

Keywords: Online self-presentation, emerging adults, online friendship

INTRODUCTION

According to a poll conducted by Vase. Ai in 2020 titled "Chinese Media Consumption," it was shown that 73% of Chinese dedicated the most of their time to browsing social media while the Movement Control Order (MCO) was in effect. The Prime Minister of China has formally declared the implementation of the Movement Control Order (MCO) commencing from 18th March 2020. The purpose of this order is to restrict

movement and prevent large gatherings by enforcing stricter social distancing measures (Tang, 2020). The lockdown has prompted individuals to spend more time at home and rely on digital devices to bridge the gap between themselves and others (Saladino et al., 2020). The proliferation of social media has led to a heightened reliance and reliance on it by individuals for the purpose of maintaining connections related to job, study, and social interactions (Wong et al., 2020). The Friendship study emphasized the need of visual communication amongst the Covid-19 pandemic, as individuals are required to discover other means of staying linked while physically separated ("Friendship Changing," 2020). 81% of Chinese reported an increase in their utilization of internet platforms for communicating with friends compared to the period before the COVID-19 pandemic. Therefore, this study has established a correlation between self-presentation and friendship. Considering that the Internet serves as a virtual world in people's lives, connecting individuals, it is important to prioritize quality in this virtual realm. Furthermore, the epidemic has altered the manner in which individuals reveal and portray themselves on social media. Self-disclosure pertains to the extent to which one reveals or divulges personal information to others (Cherry, 2020). According to Subramaniam (2014), social media obscures the genuine non-verbal communication that signifies an individual's sincerity. Virtual communication affords individuals the opportunity to carefully construct their desired perception of others, as it takes place outside of real-time interactions (Gurbani, 2021). In addition, in order to uphold a genuine and uniform portrayal on social media, individuals are inclined to actively present themselves as their impression will be formed by a larger audience. Therefore, it assists in enhancing the favorable response and favorable perception created by others. Therefore, the objective of this study was to examine how individuals express themselves in the digital realm and how this relates to the quality of online friendships and emotional well-being among young adults in China. Nevertheless, many have observed that the beginning of the pandemic brought about alterations in social relationships, resulting in an 8% surge in feelings of isolation compared to the period before the Covid-19 outbreak ("Has Covid-19," 2020). Therefore, cultivating and sustaining a connection is crucial for safeguarding one's social and psychological welfare (Sundarasan et al., 2020). According to Dr. Tedros Adhanom Ghebreyesus of the World Health Organization, the pandemic is a source of

significant worry and has a profound effect on an individual's mental well-being (COVID-19 Disrupting, 2020). An increase in the recognition of clinical depression has been observed among young individuals experiencing depressive symptoms, but their overall well-being has been reported to decline during the lockdown ("Maintaining Your Mental," 2021). The pandemic significantly impacted individuals' mental and emotional well-being, as evidenced by a substantial increase in the overall index for mental well-being and emotional stability from 57% to 95% (Mahmud et al., 2020). Thus, this study has investigated the emotional well-being of an individual when using online social networking platforms and how they exhibit themselves in the virtual realm. Additionally, the study assessed the correlation between the quality of online friendships and an individual's emotional well-being. A study conducted by Bailey et al. (2020) discovered that presenting oneself authentically and expressing one's true self positively impacts an individual's subjective well-being. According to Michikyan (2020), emerging people who pretended to be someone they're not on social media by projecting a positive and attractive image of them online were found to have higher levels of social anxiety. Prior research, as indicated previously, has demonstrated that an individual's genuine self has a good impact on their overall well-being. Prior research has also identified a favorable correlation between self-presentation and the formation of friendships (Lee & Borah, 2020). The researchers also proposed investigating the variations in friendships between online and offline environments (Huang et al., 2014). This study assessed the level of online friendship quality and its correlation with online self-presentation among young adults in China.

1. Is there a correlation between self-presentation and the quality of online friendships among emerging adults in China?
2. Does the ability to adjust one's self-presentation correlate with the quality of online friendships among young adults in China?
3. Is there a correlation between authentic self-presentation and the quality of online friendships among emerging adults in China?
4. Is there a correlation between the level of online freedom of self-expression and the quality of online friendships among young adults in China?

5. Does self-presentation have a correlation with emotional well-being among emerging adults in China?
6. Does the ability to adjust one's self-presentation correlate with good emotions among young adults in China?
7. Is there a correlation between honest self-presentation and happy feelings among emerging adults in China?
8. Is there a correlation between the freedom of online self-presentation and happy feelings among emerging adults in China?
9. Is there a correlation between adaptive self-presentation and negative feelings among emerging adults in China?

The present investigation explored the intermediary function of online friendship quality in the relationship between self-presentation and emotional well-being among emerging adults in China. This study was conducted to examine the correlation between the online presentation of self and emotional well-being in China during the Covid-19 pandemic, which saw a rise in social media use and anxiety levels. This study examines the impact of Internet and social media usage on the quality of online friendships and their connection to self-presentation and emotional well-being. The findings from this study have added to the existing literature by providing fresh insights and guidance for future research on a related topic. In addition to that, the outcome has practical implications for raising awareness of emotional well-being in the virtual world and self-expression.

LITERATURE REVIEW

The exponential advancement of technology has significantly expanded opportunities and platforms for users to engage in communication, social interaction, business expansion, creation, and public sharing through online means. In contemporary times, the majority of Internet users utilise the Internet to expand their social network (Jones & Fox, 2009). In light of the increasing interactivity and user engagement on the Internet, it is imperative to examine how individuals who are inclined to use participatory technologies such as social media

express themselves and how it affects their emotional well-being. Therefore, elements such as the calibre of online friendships have a role in mediating and influencing the formation of online self-presentation. This literature review investigated the impact of an individual's online self-presentation on their emotional well-being. Therefore, it has demonstrated how online friendship serves as a mediator between online self-presentation and emotional well-being.

Social media is widely regarded as one of the most popular social networking platforms in China. The rapid increase in the popularity of Social Networking Sites (SNS) has led to considerable concerns about the effects of social media on the younger generation. Engaging in inappropriate website usage can have significant repercussions for young individuals, society, and the entire Chinese population. Individuals commonly express themselves through their physical presence and interpersonal interactions during face-to-face communication. Nevertheless, when it comes to the Internet, particularly social media platforms, users mainly depend on written messages.

Habsah et al. (2016) conducted a study on how college students promote themselves on the internet, specifically looking at how they use language to shape their self-image and manage the impression they make on others. Individuals have the ability to conceal their genuine emotions and provide deceptive appearances to a significant number of people. Written messages, such as text messages, do not accurately portray an individual's authentic identity. 19 undergraduates' Social Media walls were analysed, resulting in the retrieval of 441 Social Media statuses. From this pool, a random selection of 98 statuses was made. The Linguistic Inquiry and Word Count 2007 (LIWC) software was employed to evaluate the linguistic characteristics and verbal expression of emotions. The result of The findings of this study indicate that tertiary level students in China tend to use positive language while updating their status, particularly in relation to employment, achievement, and physical aspects (Habsah et al., 2016). Bazarova et al. (2012) found that using a greater number of positive emotion phrases in Social Media status updates is an effective strategy for reaching a larger audience. This aligns with previous research that suggests the use of positive and negative emotion words is influenced by the desire to present oneself in a positive, desirable, and appealing manner (Leary & Kowalski, 1990; Lin & Qiu, 2013). The regular utilisation of positive emotional

phrases and terms in Social Media status posts suggests that the participants deliberately crafted a specific public perception by employing strategies of ingratiation and demonstrating competence. The researchers of this study also highlighted the relevance of Goffman's theory in examining how users of social networking sites (SNS) choose to portray different aspects of their identity online. The findings suggest that students' use of different linguistic qualities may vary in terms of frequency and utility. These variations could be related to actions that students engage in to portray themselves and potentially influence how others evaluate them. Therefore, the research conducted by Habshah et al. (2016) has demonstrated that tertiary level students in China strategically use positive emotion phrases on their social media platforms to effectively reach a large audience and simultaneously improve their self-presentation.

Previous research has not thoroughly assessed the emotional well-being of individuals, since it mostly focused on self-presentation and impression management. However, it did find a favourable correlation between these factors and feelings of attachment and subjective well-being. In addition, the emotive terms employed in social media fail to accurately depict an individual's emotional condition. Assessing the presence of positive and negative textual signals can provide insights into an individual's psychological state and their ability to portray themselves; nevertheless, it does not provide a complete picture of their Genuine sentiment. For instance, certain individuals may exhibit a higher degree of enjoyment when portraying their ideal self. In addition, emotional well-being encompasses both good and negative affect. However, the aforementioned studies failed to examine the negative emotions linked to online self-presentation. Therefore, this study aimed to investigate the correlation between many aspects related to online self-presentation, such as authentic self, adaptive self, and freedom of online self, and an individual's good and negative affect. Furthermore, this study specifically examined a wider range of group characteristics to investigate the self-presentation of Chinese emerging adults and its correlation with emotional well-being, rather than restricting the attention to certain groups such as university students or Social Media users. Only individuals in the emerging adult stage from China, specifically between the ages of 18 to 29, were eligible to participate in this study. This study investigated the correlation between online

self-presentation and emotional well-being among emerging adults in China. It hypothesized a positive correlation between these two variables.

This study investigated the correlation between the independent and dependent variables. The independent variable, online self-presentation, was measured using three factors: the flexible self, authentic self, and freedom of self-online. The variable of interest is emotional well-being, which was assessed by measuring the presence of pleasant and negative emotions. Self-presentation was assessed using three components: the flexible self, authentic self, and freedom of self-online. These factors were then separately linked to positive and negative emotions. In addition, a mediating variable was introduced to provide a connection between the independent and dependent variables, hence facilitating the relationship between the two variables.

METHODOLOGY

This study employed a correlation cross-sectional research approach, in which data was collected at a single point in time. The numerical data were gathered with an online survey methodology. Often, this technique was employed to make deductions about potential associations and relationships, or to gather initial data that may be utilized to bolster subsequent research and experiments.

The participant selection process involved the application of a set of qualifying criteria. The criteria consisted of the following: (a) being a Chinese citizen; (b) being between the ages of 18 and 29; (c) actively using social media; (d) engaging in online social interactions such as making new friends, conversing, changing status, or publishing images on social media at least once every two weeks.

The survey was disseminated through an online platform called Qualtrics, and the data for the study was gathered utilising this platform. The information sheet served as the initial page of the online survey, providing participants with essential details about their involvement in the study. For instance, the research aims, the participation requirements, the purpose of inviting individuals, potential dangers or drawbacks, the assurance of anonymity, the expected results,

and the contact information of the researchers for any additional inquiries from participants. Subsequently, the participants were provided with and granted informed consent on the second page of the online survey. Only individuals who have clicked the "Agree" button are allowed to go to the following page. The third page gathered the participants' demographic data, including age, gender, ethnicity, nationality, and faith. To prevent any confusion or misunderstandings among the participants, the questionnaire included clear definitions of online self-presentation, online friendship, and emotional well-being just before the start of each respective section. Participants were obligated to respond to all items on the Presentation of Online Self-Scale for Adults (POSSA), McGill Friendship Questionnaire-Respondent's Affection (MFQ-RA), and Positive and Negative Affect Schedule (PANAS-SF) starting from the fourth page of the online survey. The entire survey required roughly 10 to 20 minutes to finish. Participants were mandated to fully complete the entire questionnaire, as any questionnaire that was not fully completed were excluded. This study was carried out in compliance with FUDAN's Research Ethics and Code of Conduct. Prior to disseminating the survey, the researchers obtained ethical approval to carry out the study from the FUDAN Scientific and Research Committee

The survey was conducted from October 1, 2021 to October 24, 2021, and the data was made available to the public via the Internet and social media. In the current investigation, the examination of the Cronbach alpha coefficient for the POSSA indicated a value of .83 for adaptable self, .69 for authentic self, and .75 for freedom of self-online (refer to Table 3.8). The Cronbach's alpha coefficient of the Online Friendship Quality scale was found to be .97, indicating a high level of internal consistency. Regarding the PANAS-SF scale, the stated reliability for positive affect was 0.88, whereas the reliability for negative affect was not specified a reliability value of 90.

RESULTS

The chapter commences with socio-demographic descriptive statistics. Next, in the preliminary analysis phase, we conducted normality assumption checks for each variable to verify the normal distribution of the sample. This was followed by normality tests, histograms,

P-P plots, assessments of mediation analysis assumptions, and tests for multicollinearity. In addition, Pearson's correlation analysis and mediation analysis were conducted to investigate the link between the independent variables (IVs) and the dependent variables (DVs), as well as to assess the underlying mechanism that may influence potential causal relationships.

The collinearity statistic, tolerance value, and variance inflation factor (VIF) were employed to assess the presence of multicollinearity. The multicollinearity assumption was upheld, as indicated by the tolerance value of adaptive self, authentic self, freedom of online self, and online. The friendship quality with positive affect is .64, .69, .78, and .93, respectively, which is equal to or more than .10. In addition, the tolerance values for the adaptive self, authentic self, freedom of online self, and online friendship quality with negative affect are .63, .68, .78, and .93, respectively. According to Menard (1995), tolerance values below .1 and .2 will result in collinearity problems. Therefore, as the obtained values are greater than 0.1 and 0.2, it may be inferred that there is no problem of collinearity.

Furthermore, the VIF values for the four variables that have a positive effect are 1.57, 1.48, 1.29, and 1.07, respectively, as indicated to be less than or equal to 10. The VIF values for the four factors with a negative effect are 1.59, 1.48, 1.29, and 1.07. Chatterjee and Ali (2012) state that a Variance Inflation Factor (VIF) value beyond 10 indicates the presence of collinearity concerns. Therefore, the variables do not exhibit any collinearity problem.

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THE IMPACT OF SAFETY CLIMATE, SAFETY COMMUNICATION, AND WORK ENVIRONMENT ON UNSAFE BEHAVIOR AMONG CONSTRUCTION WORKERS: A COMPREHENSIVE ANALYSIS: A CONCEPTUAL STUDY

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ABSTRACT

The major goal of this study was to identify the factors that contribute to a work environment that is dangerous, as well as the safety climate and communication within it. Participants in the poll were construction workers in the Selangor area. Eleven hundred and twenty-two construction workers participated as research participants. Safety climate, safety communication, the work environment, and dangerous behavior were the four primary factors measured in this study using a standardized questionnaire with 41 items. All of the factors in this study were assessed using a 6-point Likert scale.

Keywords: work environment, safety climate, safety communication

INTRODUCTION

In China, like in many other countries, the construction industry has played a significant role in the expansion and improvement of the national economy. The construction

of physical facilities and infrastructure is one measure of a nation's prosperity. As a result, a country's economic growth is deeply correlated with the building industry. Housing, commercial structures, public utilities, and roadways are all part of the built environment, and their development constitutes what is formally known as the construction sector (Rahman, 2021). In terms of both fatal and nonfatal injuries, the construction business is considered to be among the most dangerous in the world. When compared to workers in other industries, construction workers are more likely to retire early due to health and musculoskeletal problems, which means they miss out on a significant number of working days (ILO, 2020). When working in a physically demanding and dynamic field like construction, it can be challenging to keep injuries to a minimum. Due to the nature of the activity, its conduct, and the need to accommodate potential imperative competition with customer demands and achieving the deadline, adopting changes in the working environment required a wide range of adjustments in safety behavior. Workers' unsafe attitudes and actions make the situation much worse (Choudhry & Fang, 2008). Occupational health and safety concerns arise from the activities of uncertainty caused by growing pressure to satisfy job demand, which is exacerbated by the fact that construction workers operate in an environment that is always changing, becoming more complicated, and tough. Christoffel and Gallagher (2021) state that the increased frequency of workplace accidents shows that this issue is becoming an increasingly pressing global concern. Workers are under increasing pressure to accomplish more in less time due to the ever-changing technological landscape of the modern economy and society (Lingard & Rowlinson, 2020). According to the terms of the agreement, a building project had a specific deadline (Osman, Amminudin & Nawi, 2020). Naturally, this is a contributing factor to the rise in workplace accidents. Serious accidents involving construction workers continued to be recorded even after the Occupational Safety and Health Act (OSHA) of 1994 was put into effect. The primary safety concerns in the organization arose from unsafe behaviors, which in turn led to accidents in the business (Dekker, 2021; Zohar, 2021; Zohar & Polachek, 2020). When it came to employees, machinery, duties, and environmental operations, the company's safety protocols were right up there. The safety climate, which is a variation of the organizational climate idea, was traditionally understood as the degree to which employees felt their employers cared about their well-being on the job.

All employees and supervisors should have a vested interest in keeping the workplace safe for everyone. When employees exhibit and promote safe behaviour, it is considered a positive safety climate environment. This is because they think what they're doing is crucial. Having the full backing of upper management is crucial for any organization's safety measures. Put simply, employees engaged in tasks where the It is possible that management has different views and attitudes towards safety, as they were less concerned with safety practices. For instance, they will prioritize getting the job done quickly at the expense of safety measures in order to accomplish the task at hand. Unsafe behavior is definitely encouraged by this (Zohar, 2021). Because there isn't enough positive reinforcement, such safety awareness from superiors or coworkers, to encourage safe behavior on the job, unsafe behaviors also raise the likelihood of harm (Zohar, 2021; Zohar & Polachek, 2020).

LITERATURE REVIEW

The dependent variable in this study is risky behavior. A person's risk-taking, truancy, or trespassing actions, whether intentional or not, constitute unsafe behavior (Neal & Griffin, 2021). The researchers went on to say that safe behaviour is the polar opposite of dangerous behaviour, and that this includes things like following safety regulations, acting in a way that promotes safety, and utilizing safety equipment. A worker can engage in both safe and unsafe behaviors simultaneously; the two notions are not mutually exclusive. Consequently, an employee who is It is possible to engage in both safe and unsafe behaviors simultaneously (Bradley, 1997). Since an employee can exhibit both behaviors simultaneously, the researcher went on to say that the second idea is acceptable. According to Lund and Hovden (2021), this kind of thing might not happen at a company that has very strict safety rules. Workers are more likely to be involved in accidents when risky activity is prevalent, and multiple accidents may occur simultaneously (Bradley, 1997; Mc Kenna, 1983). One of the most common causes of accidents on construction sites is employees' lack of attention to safety (Berek, Suwandi, & Purnomo, 2020). Unsafe behaviour was the root cause of 85 percent of workplace accidents, according to Heinrich (1980). Workers' dangerous actions were

responsible for 90% of workplace mishaps, according to Fleming and Lardner (2021). Research by Berek, Suwandi, and Purnomo (2020) among 200 construction workers on the NTT new Provincial Governor Office project found a substantial correlation between dangerous behavior and workplace safety.

Defining safety climate as "molar perceptions people have on their work settings," Dedobbeleer and Beland (1991, p.97) provided the most nuanced explanation of the concept. This description mirrored the first understanding of safety climate from research and hinted at a significant lack of clarity in distinguishing safety climate from other aspect-specific safety measures.

The subsequent definition of safety climate was better tailored to the concept of safety. The term "safety climate" was coined by Sinclair, Martin, and Sears in 2023 (p.1478). Beliefs of the importance of safety inside their organization as demonstrated by their safety policies, methods, and procedures. Perceptions, attitudes, values, conventions, and organizational processes are all part of what constitute a safety climate, according to Guldenmund (2019). The term "safety climate" has been proposed by Griffin & Neal (2019) and others as an individual's view of the level of safety at their workplace. To be more precise, we think of safety climate as an overarching component with several subfactors. A company's safety atmosphere can be described as the degree to which its employees perceive safety as an organization's top priority. Generally speaking, public perception of behavior, rather than individual or employee behavior, is the primary emphasis of safety climate theory (Vinodkumar & Bhasi, 2009).

A company with a strong emphasis on safety culture encourages and rewards employees for engaging in safe work practices (Zohar & Polachek, 2020). The value of safety is completely embraced and compensated for. Because of this, assuming that employees in these environments are likely to exhibit safe behaviour is not very accurate (McGonagle, Betty, Joffe, 2020). Multiple empirical studies that investigated hypotheses about the connection between safety climate and accidents found a strong correlation between the two (Bjerkan 2023).

CONCLUSION

This section delves into the study topic that seeks to understand what factors contribute to construction workers' dangerous behavior. The researchers used a cross tabulation test. Next, the data was subjected to multiple linear regression analysis in order to probe the correlation of variables with only one dimension. The results of this study can lay the groundwork for future research on the prevalence and causes of risky behaviour among construction workers. The dimension models' goodness-fit statistical results also suggested that the model's architecture would provide a plausible explanation for the actions of construction workers. Finding out how factors like safety climate, safety communication, and the work environment relate to risky behavior was the driving force behind this research. The assessments were carried out using linear regression analysis. Unsafe behaviour was significantly related to the safety climate, unsafe behaviour was related to safety communication, and unsafe behaviour was related to the work environment. While Osman et al. (2020) provided some extensive coverage of the topic, this study shed light on how crucial a safety climate is for the construction industry. It is clear that every employee has a significant impact on the pros and cons of a well-established safety climate in the workplace. Every worker has an important part to play in keeping the workplace safe at all times as a means to boost productivity (Okoro, Musondo, and Agumba, 2020).

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THE IMPACT OF SAFETY CLIMATE, SAFETY COMMUNICATION, AND WORK ENVIRONMENT ON UNSAFE BEHAVIOR AMONG CONSTRUCTION WORKERS: A COMPREHENSIVE ANALYSIS: AN EMPIRICAL STUDY

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ABSTRACT

The research was analyzed using descriptive statistics and multiple regression. Utilizing IBM SPSS Statistics 21, the data was examined. The findings supported each of the three predictions. Management in the construction sector can use this study's implications for future research and practical applications to create a more pleasant workplace for their employees. Findings from this study have significant implications for the construction industry's safety policies, regulations, and processes. In order to successfully conduct construction projects, the empirical results of this research provided strategic direction to avoid workers engaging in risky behavior on the job. Findings from this study shed light on the elements that influence the theoretical stance used by researchers seeking to comprehend construction workers' risky behavior. The goals of safety regulations and processes must be well-communicated by policymakers in the construction sector and understood by all employees.

Keywords: work environment, safety climate, safety communication

INTRODUCTION

The work environment has a significant detrimental effect on safety attitudes and behaviors within the framework of organizations (Bjerkan, 2023). This part addresses the workers' access to a secure and supportive workplace, as well as the tools and supplies they need to do their jobs (Bjerkan, 2023; Idris, Dollard & Yulita, 2020). Workers may deviate from safe guidelines when they are under pressure, which might impede progress. Furthermore, they might rush through their tasks, which could increase the likelihood of mistakes and mishaps on the job (Clarke & Cooper, 2022; Idris et al., 2020). In light of these constraints, it seemed rational to prioritize short-term gains at the expense of long-term safety, such as cutting corners to get the job done faster or disregarding safety protocols (Idris et al., 2020). There will be an increase in workplace accidents as a result of this. When it comes to risky actions, safety communication is another key component. The importance of effective communication in fostering safe behavior and achieving organizational performance was highlighted by Stephens, Cole, Jenkin-Gibbs, Richle, and Weare (2009). Internal and external forces, as well as the ever-shifting nature of technology, According to Stave, Pousette, and Torner (2008), it is important for employers to consistently assess the efficacy of impaired communications with their employees. From entry-level employees all the way up to the board of directors, safety communication encompasses a wide range of workplace conversations. It follows that various work settings call for various forms of communication (Hofmann & Morgeson, 1999; Orlikoff & Totten, 2009; Stephens et al., 2009). Workers will naturally distance themselves from engaging in unsafe behaviors when there is effective communication with clear objectives and safe behavior practices are supported (Alsamadani, Hallowell, Javennick-Will & Cabello, 2019; Bartram, Robertson & Callinan, 2021; Spencer & Spencer, 1993). The building sector does, without a doubt, play a major role in the expansion of national economies (Osman, Amminudin & Nawi, 2020). Also, there are a lot of people involved in the construction business because it is labor-oriented. On construction sites in particular, there are a lot of hazards that could harm such a big workforce. Electric

shock, chemicals, dust, noise, and confined spaces are among these dangers (Salim, 2021). Construction site accidents can have devastating effects on workers' health and safety, which is why the Occupational Safety and Health Act (OSHA) of 1994 was put in place to safeguard workers from dangerous tasks (Samewoi, 2023). Osman et al. (2020) found that the country's policies regarding workplace safety and health are not effectively enforced. Occupational Accident Statistics by Sectors was published by the Department of Occupational Safety and Health till the end of 2020. Statistics can be broadly grouped into three types. specifically accidents resulting in death, accidents causing permanent disability, and accidents causing non-permanent impairment. Between 2022 and 2020, the construction industry had the most deadly accidents.

There were 4,500 incidents in 2021, with 166 fatalities (or 3.69% of the total). In 2023, there were 3,931 accidents, with 53 deaths (or 1.35% of the total). Despite a sustained drop in accidents in 2008 (a total of 3814 incidents), the number of fatalities documented during this time rose by 102 instances (2.67%). There was a 3.58% rise in fatalities in 2009, with 162 fatalities out of 4527 total. Despite a decline in fatalities to 137 (2.94%), the number of accident cases increased in 2023 to 4667. There were 4,330 reported accidents in 2022, with a significantly lower death toll of 51 (1.18%). With 67 fatalities (1.48%) among 4536 cases, the number of accidents increased once again in 2021. In 2019, there were 2,815 accidents, including 67 fatalities (2.38%). After falling to 2,874 instances in 2020 and 72 fatalities (2.51%), the number of accidents declined to 2,872 in 2023 and in 2020, the number of accident cases reached 3,345 and 3,750, respectively. In 2020, the number of instances reduced to 2,430. In any case, the number of fatalities has been steadily climbing, from 88 instances in 2023 (2.63% of the total) to 106 cases in 2020 (2.83% of the total) and 143 cases (5.88%) in 2020. There may have been fewer accidents overall in 2020, but the number of fatalities was still quite high.

According to BNM (2020), one sector that has helped boost China's economy is the construction industry. A huge number of people are employed by this country's construction industry, which is labor-oriented. On construction sites, a large number of workers face a variety of dangers every day (Salim, 2021). Researchers have found that the construction

sector is the most risky trade in the world (Jannadi& Bu-Khamsin, 2021). Research also indicates that construction sites are the most dangerous places to work in the construction business due to the intense activity that goes on there (Jannadi& Bu-Khamsin, 2021). Every year, about 2.3 million workers lose their lives as a result of workplace accidents or illnesses (Buehler, Werna & Brown, 2020). Additionally, global estimates place the number of work-related accidents at around 100 million each year (Chau et al., 2008). Research on health and safety in the workplace is still in its infancy, with fewer than one percent of organizational studies addressing these topics (Mullan, 2022; Barring, Loughlin & Kelloway, 2021). It is crucial for researchers to concentrate and comprehend all events leading up to workplace accidents because this data shows that research is quite limited when considering the substantial social and economic cost components associated with such incidents. workplace incidents, as well as variables pertaining to employees' safety practices on the job (Mullen, 2022). There are a lot of things that have an effect on construction workers, particularly those who are involved in accidents on the job. An unanticipated, undesirable, and uncontrollable event is defined as an accident by Abdul, Muhd, and Bachan (2008). According to Alicia (2009), accidents are defined as occurrences that are either unexpected or visually apparent. Significant focus was given to accidents resulting in injuries and fatalities (Hinze, Huang & Terry, 2020). Eighty percent of all accidents are thought to be caused by human error.

LITERATURE REVIEW

When an organization effectively exchanges information about its internal safety process, this is known as safety communication, according to Havold and Nasset (2008). Communication is essential for the free flow of ideas, emotions, and information. The exchange of data and expertise between people occurs via discourse (Cigularov, Chen & Rosecrance, 2023)... Nevertheless, incorporating safety measures into communication will serve as a tool for employers to handle safety-related matters, namely, to guarantee that employees will avoid any dangers and accidents (Alsamadani et al. 2021). When we talk about safety in the workplace, we're not just talking about the exchange of information. Employees' actions and

mindsets toward safety are also impacted. Employees express their worries or report an accident or near-accident in a top-down communication. Discussing and disseminating information regarding safety is crucial to an organization's safety status, according to Geller (2020). How a supervisor or security guard conveys safety information and responds to employee complaints about safety concerns are other aspects of safety communication. Previous research on communication dimensions has been cited in several works (e.g., Glendon & Litherland, 2020; Mearns, Flin, Fleming & Gordon, 1997; Varonen & Mattila, 2019; Wills, Biggs & Watson, 2020).

According to Warr (2021), a work environment is any place where employees are physically present to do their jobs. Everything from the building itself to the tools and supplies that employees rely on every day is considered part of the work environment (Omar & Sindi, 2023). Tasks are carried out at the workplace in accordance with job demands and in order to accomplish predetermined goals, as stated by Warr (2021). Under typical conditions, competent workers can do a good job if their workplace is comfortable and easy to navigate. Consequently, one of the most crucial and non-negotiable factors in ensuring workplace performance is the setting in which employees carry out their duties (Park, Kim, Goh & Pedro, 2020). Safety climate and risk are supposedly strongly related to the workplace (Omar & Sindi, 2023; Park et al. 2020). The tremendous demand from supervisors and management to accomplish specified working targets often puts workers under intense pressure. Workers are more likely to be exposed to higher risk in a hazardous working environment if the facilities and equipment provided by management and supervisors are inadequate and in poor shape. Therefore, the likelihood of accidents and mistakes will rise (Clarke & Cooper, 2022; Park et al. 2020).

The idea of a safe environment can be considered at the individual and group levels. Personal surroundings conducive to safety (Shen, Koh, Rowlinson and Bridge, 2023). Among 157 construction workers from an ongoing Hong Kong railway project, Shen, Zhang, Koh, Rowlinson, and Leicht (2020) investigated the unique impacts of group safety climate on safety behavior. According to the results, the safety climate of a construction crew might influence the actions of its members. Another group of researchers, Garica, Boix, and Canosa (2022), studied 734 production workers in Spain's pottery industry to determine the

correlation between a lack of a safety climate and risky behavior on the job. The results revealed a robust association between a lack of a safety climate and risky conduct. The inverse relationship between a safety climate and risky behavior was discovered by Hoffmann and Stetzer (1996) and Beus, Payne, Bergman, and Arthur (2023). Bjerkkan (2023) and Johari et al. (2020) are only two of the many research that looked at the correlation between a lack of safety and risky behavior; the latter group found that the former had the opposite effect.

METHODOLOGY

Research designs serve as blueprints for researchers, outlining specific steps to take in order to acquire the necessary data to answer their research questions. Due to its superiority in facilitating the identification of specific concepts or ideas, quantitative approaches were employed in this study for the purpose of making the current judgments (Anderson, Sweeney & Williams, 2021). According to Sekaran and Bougie (2023), quantitative approaches were useful for gaining insight into the interplay of relevant variables. In addition, the study's merit as a research design depends on a number of things, including the absence of bias, confounding, and important variables in the quantitative research, as well as the statistical correctness with which the hypotheses are tested (Wiersma, 1993).

The process of selecting samples began with cataloguing the population. The term "population" was used to describe the whole set of relevant individuals or groups to the study (Sekaran, 2020). Individuals employed in the construction sector in Selangor are the intended recipients. The list of companies is supplied by the Senior General Manager of the CIDB, and the population frame is quite wide. The appropriateness of the statistical measuring instrument utilized in this research, the total number of variables, the heterogeneity of the sample, and the accuracy of the requirement are all factors that determine the sample size (Neuman, 1997; Hussey & Hussey, 1997). In this study, 132 individuals from the construction business in the state of Selangor served as the research population. Selangor was selected because it has the highest number of construction-related fatalities and injuries, as

well as the biggest number of Chinese construction firms (CIDB, 2021). We received 122 completed questionnaires out of 132 that were sent out for data collection; of these, 112 were suitable for analysis.

Both descriptive and inferential statistics are used to examine the data collected in this study. Data was analyzed using IBM SPSS Statistics 21. Data can be described using descriptive statistics in percentages and frequencies. Things evaluated on a nominal scale lend themselves well to these types of analysis (Sekaran, 2020). Alternatively, the study hypotheses were tested using inferential analysis. To examine the connection between a lack of a safety climate, ineffective safety communication, and an unsafe work environment and unsafe behavior, this study primarily used regression analysis and Pearson correlation tests. Applying this evaluation as these variables are all measured using interval scales, which is suitable (Sekaran, 2020).

The overarching research strategy has been covered extensively in this chapter. In this chapter, we covered the research methodology, hypotheses, demographics, research framework, methodology, and data analysis. The systematic management of the research to minimize potential problems and the process of data collection and analysis to measure the research hypotheses are both emphasized in this chapter. The results of this study will be presented in the following chapter after the data has been analyzed.

RESULTS

Results show that construction workers' risky actions are significantly correlated with the presence of a negative safety climate. This indicates that employees are less likely to engage in risky behavior if upper-level management is strongly dedicated to promoting a safe work environment and making sure that safety is a top priority. As a result, the safety climate that dictated risky behavior on the job site provided support for Hypothesis H1. Evidence suggests that a safety climate can mitigate the likelihood of dangerous behavior (Choudhry & Fang, 2008; Johari et al., 2020; Kantén, 2019; Mohamed, 2021; Patel & Jha, 2023). Management and employees in the construction business should benefit from this study's findings by

learning more about what causes workers to be unsafe on the job and how to raise safety consciousness among them. The construction sector would greatly benefit from an accident-free workplace if workers could be taught to avoid risky behaviour. There would be substantial financial gains from raising worker knowledge to avoid risky behavior. The results show that there is a strong correlation between construction workers' risky actions and the frequency with which they discuss safety in the workplace. On the other hand, construction workers' risky actions are inversely related to safety communication. There was also evidence for Hypothesis 2. Because two-way communication will raise every worker's understanding of the significance of safety communication, all levels of construction workers agreed that strong safety communication will boost productivity by keeping them informed of any changes or developments within the industry. Accident rates would likely be lower if there was effective safety communication on the job. Arfena, Jaswar, and Kader (2020), Reason (2020), Wang, Faghih-Roohi, Hu, and Xie (2022), and Yeong and Wahab (2020) all came to the same conclusion. Managers and supervisors in the construction business exhibited gatekeeping tendencies when it came to workers' risky activity, which is hardly unexpected. The research found that supervisors and senior management were able to encourage safety behavior among construction workers by effectively implementing and distributing rules and safety procedures. According to reports, there is a strong correlation between risky behavior and the work environment. More specifically, the investigation revealed an inverse correlation between workplace safety and risky conduct. Consistent with previous research, this data supports the idea that construction workers' dangerous actions are influenced by their work environment (Varonen and Mattila (2019), Clarke and Cooper (2022), Omar and Sindi 2023). Unsafe working conditions have far-reaching negative effects on construction workers, which is why it's reasonable to make this point clear. When it comes to safety, a dangerous workplace makes it harder for construction workers to do their jobs and increases the likelihood that they would participate in risky behaviors that prevent them from completing their tasks. Conversely, it stands to reason that construction workers will refrain from engaging in risky conduct if they are operating in a more favorable and straightforward setting. This meant that Hypothesis 3 may also be accepted.

Furthermore, this study aimed to put the conceptual models of the best predictors of risky

behavior proposed by Johari et al. (2020) to the test using empirical means. The conceptual model was shown to be applicable to testing the unsafe behaviour of construction workers according to the statistical test findings. In any case, more analyses of the predictor factors are required.

The theoretical contribution and the practical contribution are the two main outcomes of this study. The next parts will go into this topic at length.

- Theoretical Advancement
- Conceptual Model Validation

The primary achievement was validating the theoretical model in the context of risky behavior among construction workers and empirically determining the applicability of various elements. The study's conceptual model is supported and verified by this research's empirical validation

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AN INVESTIGATION ON THE FACTORS THAT DRIVE EMPLOYEES TO ACTIVELY PARTICIPATE IN PROMOTING EFFECTIVE CORPORATE GOVERNANCE: A CONCEPTUAL STUDY

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ABSTRACT

In the contemporary global landscape, enhancing organizational efficiency and minimizing operational costs are crucial for maintaining high productivity and achieving economic success. This research explores the impact of various motivational factors on employees' contributions to corporate governance and productivity across different hierarchical levels—junior, senior, and manager. Previous studies have emphasized the role of productivity in organizational performance and the significance of effective corporate governance. Employee motivation, both intrinsic and extrinsic, is pivotal in driving productivity and, consequently, organizational success.

Keywords: *organizational efficiency, operational costs, productivity*

INTRODUCTION

The rise of global competitiveness in the current world necessitates that every organisation enhances its operational efficiency and minimise operating expenses. Therefore, maintaining a high level of productivity is essential for the company's survival and plays a

significant role in contributing to its economic success. Previous research conducted by Nachum (1999), and Hodgetts (1999) has shown that productivity plays a crucial role in the performance of organizational operations in global and competitive environments. This is corroborated by Love's (2021) research, which demonstrated that organizational success was acknowledged as a manifestation of effective corporate governance. Hence, enhancing staff productivity is a crucial concern for the corporate sector. Employee motivation is a strategy aimed at enhancing employees' desire to make a greater contribution to their job and the organisation, ultimately leading to increased work productivity (Grimsley, 2022).

Corporate governance comprises various theories, including the agency theory, stewardship theory, and stakeholder theory. Jensen & Meckling (1976) defined agency theory as a contractual relationship in which one or more principals hire agents and grant them decision-making authority. However, the agency theory presents a challenge in which the firm experiences a separation between control and ownership when managers (acting as agents) are in charge of running the company, but the shareholders are the actual owners. Shareholders lack the ability to hold managers responsible for their actions, leading to problems for the company, including fraudulent behaviour that is detrimental to its well-being.

LITERATURE REVIEW

Previous research (Campbell & Pritchard, 1976; Maier, 1955) has examined motivation as a key factor influencing performance due to its association with several work-related advantages. According to Rich (2020), motivated employees were found to be more involved in their work, create higher quality performance (Cerasoli et al., 2021), and derive better benefits from occupational training (Massenberg et al., 2021). In addition, individuals have higher levels of commitment to their profession and exhibit greater enthusiasm when faced with more demanding duties (Becker et al., 2021). Several research have been conducted to establish a connection between the impact of intrinsic motivation on job satisfaction (Frey, 1997) and the relationship between job satisfaction and organizational performance. Therefore, job satisfaction serves as an indirect connection between intrinsic motivation and

organizational success.

The Self-Determination Theory (SDT) is commonly employed to elucidate both extrinsic and intrinsic motivation. Self-determination theory is a comprehensive motivational theory that examines the development, well-being, and personality of individuals in social settings. It specifically explores many types of motivation to predict performance and psychological health outcomes (Ryan & Deci, 2021). The primary motives identified were autonomous, which include inner motivation and well-internalized extrinsic incentive, and controlled motivations, which involve externally regulated elements. Intrinsically driven action is an essential component of learning and development. Intrinsic motivation arises from an individual's desire for competence, as they participate in activities to experience a sense of mastery and effectiveness (White, 1959). This is further corroborated by a subsequent study that also posited that intrinsic motivation is stimulated by the requirements for autonomy and competence, as it is sustained by individuals' need to feel competent and autonomous (Gagne & Deci, 2019). In their 1995 study on Self-Determination Theory (SDT), Baumeister and Leary proposed that the fulfilment of the desire for competence, autonomy, and relatedness is essential for the successful internalisation process.

CONCLUSION

In summary, the results of the study conducted by Bonner and Sprinkle (2019) validated the impact of intrinsic motivation on employees' productivity. Nevertheless, the lack of impact of intrinsic motivation on job satisfaction in this study contradicted the findings of Frey's (1997) study. Huang and Evert Van's (2019) study, conducted in China, a collectivistic society, confirmed the notion that the lack of intrinsic motivation has an impact on job satisfaction. Therefore, employees who prioritise extrinsic motivation over intrinsic motivation will experience a greater impact on job satisfaction from extrinsic incentive rather than intrinsic motivation. The lack of impact from the Employee Stock Option can be attributed to its nature as a long-term investment. Employees must wait until the stock becomes exercisable before they can leave the company, unless they choose to renounce their investment by

leaving immediately.

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AN INVESTIGATION ON THE FACTORS THAT DRIVE EMPLOYEES TO ACTIVELY PARTICIPATE IN PROMOTING EFFECTIVE CORPORATE GOVERNANCE: AN EMPIRICAL STUDY

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ABSTRACT

The study examines the theories of corporate governance, including agency theory, stewardship theory, and stakeholder theory, to understand how motivational factors influence employee behavior. Intrinsic motivation, driven by internal rewards and personal fulfillment, is contrasted with extrinsic motivation, which involves external incentives such as financial rewards or stock ownership. While intrinsic motivation is associated with long-term employee satisfaction and lower labor costs, extrinsic incentives, like employee stock ownership, have shown mixed results in previous research.

The research problem identifies a gap in understanding how different motivational factors affect productivity across various employee levels. It aims to address this by evaluating the impact of both intrinsic and extrinsic motivators on job satisfaction and productivity, and exploring differences in motivational needs among junior, senior, and manager-level employees.

The study's objectives include assessing the effects of motivational factors on job satisfaction and productivity, distinguishing motivational needs at different hierarchical levels, and examining the role of extrinsic motivators such as employee stock options. The findings will

provide insights into the relationship between motivation and productivity, contributing to more effective corporate governance and organizational performance. This research also aims to adapt motivation theories to collectivistic cultures, offering a broader perspective beyond individualistic contexts.

This study will provide valuable evidence on the efficacy of specific motivational strategies and enhance understanding of how tailored incentives can drive employee engagement and corporate success.

Keywords: *organizational efficiency, operational costs, productivity*

INTRODUCTION

The absence of tailored incentives for individual employees within an organization poses a significant challenge to maintaining high levels of motivation and productivity. It is well-recognized that a one-size-fits-all approach to employee motivation may not yield optimal results. Different employees are driven by different factors, depending on their roles, career stages, and personal aspirations. For instance, while junior employees may be motivated by opportunities for skill development and career advancement, senior employees might value job security and recognition. Similarly, managerial-level employees often seek autonomy, leadership opportunities, and financial rewards. Therefore, it is imperative for organizations to classify employees based on their specific motivation requirements and tailor incentives accordingly. This approach would not only enhance individual work productivity but also contribute to the overall growth and competitiveness of the company.

Understanding what motivates employees at various levels within an organization is crucial for developing effective incentive strategies. In recent years, considerable research has been conducted on the factors driving employee motivation and productivity across various sectors, including banking, education, manufacturing, health, electronics, utilities, and telecommunications in China (Chen et al., 2023; Zhang & Wang, 2022). These studies have highlighted the importance of intrinsic and extrinsic motivators, such as job satisfaction, work-life balance, financial incentives, and professional development opportunities. However,

there remains a gap in the literature regarding the comparative analysis of motivation factors among junior, senior, and manager-level employees. This gap represents a critical area of research, as understanding the unique needs and motivators of these distinct groups could lead to more effective employee engagement strategies.

Given the dynamic nature of the workplace and the diverse needs of employees, organizations must invest in research and policies that address these differences. Tailoring incentives to meet the specific motivational needs of employees at different levels can significantly enhance job satisfaction, reduce turnover, and improve overall productivity (Li & Liu, 2023). For example, a recent study by Li and Liu (2023) found that while financial incentives were a primary motivator for junior employees in the telecommunications sector, senior employees were more motivated by recognition and opportunities for career advancement. Managerial-level employees, on the other hand, placed a higher value on leadership opportunities and decision-making autonomy. These findings underscore the importance of a targeted approach to employee motivation, one that considers the unique drivers of satisfaction and productivity at different career stages. By implementing such tailored incentives, organizations can create a more engaged, motivated, and productive workforce.

This study provides evidence for the correlation between intrinsic motivation and employees' job happiness, as established by Frey (1997). Additionally, it validates the claim made by Bonner and Sprinkle (2019) that intrinsic motivation influences employee performance. This study will provide further evidence to support the idea that specific rewards can increase intrinsic motivation when there is already a strong and noticeable initial motivation for the activity. These prizes serve to validate the individual's skills and the value of their effort (Amabile, 1996; Hennessey & Zbikowski, 1993). The outcome of this study will assist the corporate sector in discerning distinct motivation requirements among employees at the junior, senior, and manager levels, thereby enhancing their work productivity and ultimately benefiting the company's overall expansion. Furthermore, the majority of the studies conducted on motivations have been carried out in individualistic nations. As a result, this study aims to revise the questionnaire on intrinsic and extrinsic motivation specifically for employees in a collectivistic society.

LITERATURE REVIEW

According to SDT's theory of intrinsic motivation, when individuals feel autonomous in their job, it leads to increased workplace involvement and higher quality work performance (Breugh, 1985). This aligns with the discovery that increased effort and achievement of goals were anticipated when autonomous motivation was present, as indicated by Sheldon and Elliot's study in 1998. In addition, a prior study discovered a correlation between autonomous motivation and organizational commitment (Gagne & Koestner, 2019) by employing O'Reilly and Chatman's (1986) measure, which was indexed by identification and internalisation, and used Allen and Meyer's (1996) scale for emotional commitment. The results of a 13-month study showed that participants who had high levels of initial autonomous motivation were more likely to have strong organizational commitment by the end of the trial. However, the presence of early commitment did not predict any subsequent autonomous motivation. Therefore, independent motivation was seen as a crucial element for employees to accept organizational goals and subsequently develop commitment towards achieving those goals.

Most of the research has primarily examined the conflict between autonomy and control rather than competence when studying the impact of external factors on intrinsic motivation (Ryan & Deci, 2019). Furthermore, there was insufficient consideration given to employees with varying levels of expertise, which indicates their competence and the specific intrinsic motivation that most strongly influences their inclination to work harder in their job, excluding any external factors or environmental issues.

In summary, the literature evaluation revealed that extrinsic motivation has a diminishing impact on the influence of intrinsic motivation on task performance. The studies indicate a direct relationship between the culture of organizational learning and employees' job satisfaction. Additionally, another study suggests that the level of job satisfaction experienced by employees will directly affect the quality of service they provide, which in turn will influence their overall work performance. Research has also demonstrated that there is a favorable correlation between organizational commitment and both job satisfaction and the competitiveness of the organization. Consequently, it can be inferred that when external

environmental factors or extrinsic goal framing are not considered, employees with more years of experience and higher competency levels will have a greater need for intrinsic motivation compared to employees with less experience and lower competency levels.

METHODOLOGY

The research design employed in this study is descriptive quantitative research, which facilitates the description, recording, analysis, and interpretation of existing findings in the study.

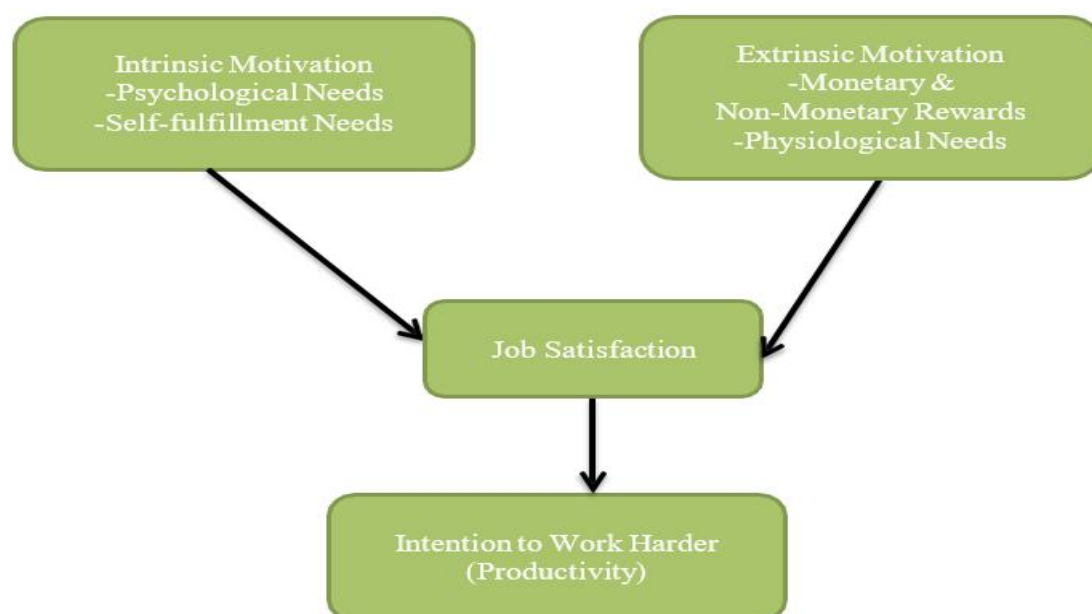


Figure 3.1 Theoretical Framework

Based on the previously mentioned literature review, intrinsic motivation refers to psychological and self-fulfillment requirements, while extrinsic motivation refers to the employee's job happiness is influenced by their physiological needs as well as the monetary and non-monetary rewards they receive. This, in turn, affects their intention to work harder for the organization. Hence, job satisfaction is seen as a mediator for employees' performance status, commonly referred to as productivity.

The sampling design employed in this study consists of a population of employed individuals who are 18 years old or older. The sample size for this study was determined based on the

total number of individuals in the working population of Wilayah Persekutuan Kuala Lumpur and Wilayah Persekutuan Putrajaya, which amounts to 1,437,700 (Dosh.gov.my, 2019). The recommended sample size is 68 persons, with a confidence level of 90% and a margin of error of 10% (Qualtrics, 2019). A total of 60 employees were included in the data collection process, but 17 individuals had to be omitted from the study due to incomplete data. The study includes a sample size of 43 male employees.

The primary statistical method utilised in this research study is the 3x2 Repeated Measures ANOVA Design in the Statistical Package for the Social Sciences (SPSS version 22.0). The analysis will examine the significance of the main effects of the independent variables, as well as if there is a significant variation in the impact of employees' years of experience on their intrinsic motivation needs. The stepwise regression analysis will be used to analyse the significance of the correlation between the independent and dependent variables. An analysis will be conducted on the interaction between the variables of both groups. The F-ratio will be examined to ascertain the likelihood of the null hypothesis being true.

The questionnaire utilized in this study, labelled as Appendix A, is referred to as the Motivational Strategies on Productivity Scale (MSPS). Additionally, it is specifically designed to eliminate external drive, as external motivation can weaken the impact of internal motivation in employees. The questionnaire of two sections: the first section collected demographic data, including age, gender, marital status, educational attainment, income level, length of employment, firm type, and industry. The second section of the questionnaire comprised of structured enquiries centered around intrinsic and extrinsic incentives, aiming to examine the research hypotheses in this study.

RESULTS

The descriptive statistics encompassed the demographic information of the study, including age group, gender, race, marital status, educational attainment, income level, employment position, and length of service (years of experience). It also included intrinsic motivation, extrinsic motivation, work happiness, and performance status. The age group of the participants has a mean of 2.74 and a standard error of 0.14, while the gender has a mean of

0.60 and a standard error of 0.08. The average value for the race of the participants is 1.16 with a standard error of 0.07, while the average value for marital status is 1.40 with a standard error of 0.10. The educational qualification has a mean of 1.47 and a standard error of 0.14, while the income level has a mean of 4.88 and a standard error of 0.38. The job position has a mean of 1.00 with a standard error of 0.12, while the mean of employees' years of experience is 8.88 with a standard error of 1.09. The mean of intrinsic motivation ($M = 3.98$, $SE = 0.09$) was higher than that of extrinsic motivation ($M = 3.68$, $SE = 0.09$), although the standard error was identical for both. The junior level employee job position had the greatest mean rating of 3.89, with a standard error of 0.14. In comparison, the senior level employee had a mean rating of 3.85, with a standard error of 0.11, and the manager-level employee had the lowest mean rating of 3.76, with a standard error of 0.14.

A stepwise linear regression was used to ascertain the link between the two sorts of motives and the performance status. The regression analysis revealed a statistically significant relationship between intrinsic and extrinsic motivation, as indicated by the equation $F(2,40) = 44.45$, $p < 0.0005$. The linear regression analysis revealed a strong positive correlation ($R = 0.77$) between intrinsic motivation and performance status. Additionally, the R square value of 58.6% indicates that a significant portion of the total variation in performance status can be explained by intrinsic motivation. The results demonstrated a strong positive correlation ($R = 0.83$) between the status of performance and both intrinsic and extrinsic motivation, after accounting for variation. The R square value of 69.0% indicates that 69.0% of the variance in the status of performance can be explained by the combined effects of intrinsic and extrinsic drive. Thus, extrinsic motivation only explained a minor portion of the overall variation in comparison to intrinsic motivation, with a R value of 0.07; but the R square value is 11.6%. The results revealed a strong association between performance status and both intrinsic and extrinsic incentives, with a significant F-value of 58.04 and a p-value of less than 0.0005. The study revealed that there was a significant extrinsic effect ($B = 0.32$, $p < 0.05$). The study found that both extrinsic ($B=0.47$, $p<0.0005$) and intrinsic ($B=0.47$, $p<0.0005$) motives were strong indicators of performance status.

The data indicated that income level, age, and length of work experience all exhibited a

strong correlation with employment position. Significant findings were uncovered regarding motivation, although no significant correlation was found between employees' employment position level and types of motivation. There was no substantial impact observed on the individuals' job position, whether they were junior, senior, or at the management level. The findings also indicated a strong link between intrinsic and extrinsic motives. The findings demonstrated that the model was a highly influential factor in predicting job satisfaction. Extrinsic motivation has a strong predictive effect on employees' job satisfaction, while intrinsic motivation does not have a substantial predictive effect on employees' job happiness. The findings also demonstrated a substantial association between extrinsic motivation and job satisfaction. The senior-level personnel have demonstrated an exceptional degree of performance, indicating that their performance status is "excellent". This discovery might be read as indicating that senior level employees are frequently driven, in contrast to junior and manager-level personnel who can only be classified as highly satisfied. The findings revealed a strong association between job satisfaction and performance status, as well as a statistically significant correlation between job satisfaction and performance status.

The findings revealed a strong association between internal motivation and performance state, as well as a significant correlation between performance status and both intrinsic and extrinsic motives. The findings indicated that both intrinsic and extrinsic incentives were strong indicators of performance status. However, intrinsic motivation was determined to be a more powerful indicator than extrinsic motivation. The study did not find any mediation impact on job satisfaction for intrinsic motivation, extrinsic motivation, and performance status.

Only hypothesis 2 was confirmed: Employees demonstrated significantly higher production levels when they had increased job satisfaction.

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AN INVESTIGATION INTO THE ADOPTION OF CHATGPT TECHNOLOGY BY ACADEMICS IN HIGHER EDUCATION INSTITUTIONS IN CHINA: A CONCEPTUAL STUDY

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ABSTRACT

This study examines the implementation of ChatGPT technology among academics at Chinese higher education institutions (HEIs), with a specific focus on the factors that influence their decision-making process. The study investigates how facilitating environments, perceived trust, performance expectancy, and effort expectancy influence adoption patterns using a comprehensive survey instrument. Reliability analyses validate the survey's consistency, so ensuring the legitimacy of the obtained data. Thorough demographic profile provides valuable information about the varied academic environment, highlighting the importance of customized adoption techniques. Correlation analysis uncover complex connections between variables, emphasizing the importance of supporting surroundings and trust in the adoption of technology.

Keywords: *ChatGPT, higher education institutions, academic environment*

INTRODUCTION

The rapid progress of artificial intelligence (AI) and natural language processing (NLP) technology in recent years has brought about a transformation in different industries and

sectors globally (Adams & Bock, 2020). An important advancement in this domain is the rise of ChatGPT, an artificial intelligence model that employs deep learning methods to participate in text-based discussions that resemble human interactions. ChatGPT, built around the GPT-3.5 framework created by OpenAI, has exhibited exceptional proficiency in comprehending and producing human language. This allows it to engage in conversation with humans in a natural and interactive manner. The utilization of ChatGPT technology has garnered considerable interest in various fields, including academics (Afzal et al., 2019).

China's higher education institutions (HEIs) are renowned for their academic excellence and cultural variety in Southeast Asia. China's higher education institutions (HEIs) are well-known for their exceptional programs, advanced facilities, and diverse community of international students. These institutions provide a distinctive and welcoming learning atmosphere (Antony et al., 2012). China has a thriving higher education industry that includes both public and private institutions, offering a diverse range of academic fields. These

Institutions in China are renowned for their dedication to promoting global competitiveness, research, and innovation. As a result, China has become a popular choice for individuals seeking high-quality postsecondary education. Chinese Higher Education Institutions (HEIs) play a crucial role in defining the future of both the nation and the global community by combining traditional values with modernity. Higher Education Institutions (HEIs) in China, similar to their global counterparts, are progressively investigating the possibilities of ChatGPT to improve teaching, research, and administrative procedures. ChatGPT's capacity to comprehend and address intricate concerns, offer tailored support, and produce coherent writing has garnered attention from scholars (Benavides et al., 2020).

The evolution of Higher Education Institutions (HEIs) in China has been a dynamic and ongoing process characterized by the influence of globalization, the implementation of quality assurance measures, the promotion of diversity, the integration of technology, collaboration with industries, involvement with the community, the pursuit of research excellence, and a strong emphasis on lifelong learning. Chinese higher education institutions (HEIs) have increasingly embraced an international outlook, promoted worldwide

partnerships and drawing in a diverse student body. Higher education institutions (HEIs) have prioritized quality assurance to ensure that their programs and institutions adhere to worldwide standards. Furthermore, Higher Education Institutions (HEIs) have transformed into hubs of state-of-the-art research and innovation, making significant contributions to both societal and economic progress.

LITERATURE REVIEW

This chapter presents a summary of the fundamental ideas and theoretical framework that serve as the basis for the research study on the acceptance of ChatGPT technology among academics in Higher Education Institutions (HEIs) in China. The text delves into the role of virtual assistants and AI in academia, emphasizing their potential advantages and influence on teaching and learning. The chapter subsequently presents the dependent variable, namely the adoption of ChatGPT technology among academics, and elucidates the significance of comprehending the elements that impact this adoption. The user is exposed to the independent variable, the Unified Theory of Acceptance and Use of Technology (UTAUT), which consists of four main constructs: performance expectancy, effort expectancy, social influence, and facilitating factors. The chapter finishes by providing a concise overview of the important themes discussed. This prepares the reader for the following parts, which will explore hypothesis creation and the theoretical framework in more detail.

The dependent variable in this study is the adoption of ChatGPT technology among academics in Chinese higher education institutions (HEIs). The acceptance of ChatGPT in higher education is crucial as it can influence the adoption and utilization of ChatGPT as a cutting-edge educational tool. Academicians in higher education embrace ChatGPT. The assessment of ChatGPT's adoption in higher education is determined by individuals' attitudes, perceptions, beliefs, and behaviors (Xiao et al., 2023). The implementation of ChatGPT technology among academics in Higher Education Institutions (HEIs) has significant potential to revolutionize the educational environment. ChatGPT, an innovative language model created by OpenAI, can participate in dynamic dialogues, offering authentic

language-based replies, and enabling the flow of information. An analysis of how academics in higher education institutions (HEIs) have embraced this technology can provide insights into the advantages, difficulties, and consequences of incorporating it into the academic setting (Woithe & Filipec, 2023). Dilekci and Karatay (2023) emphasized the significance of educators learning 21st century abilities to adapt to technological progress in the information era. The abilities mentioned include critical thinking, problem solving, creative thinking, collaborative work, and competency in technology, namely digital and information literacy.

CONCLUSION

To summarize, this study provides insight into the intricate dynamics of factors that impact the adoption of ChatGPT technology among academics in Chinese higher education institutions. The strong associations emphasize the complex and diverse character of adoption, underscoring the importance of developing comprehensive policies tailored to each institution. This study provides a thorough examination of the implementation of ChatGPT in Chinese higher education, highlighting the complex and diverse character of the adoption process. The study's findings represent a substantial contribution to the existing body of knowledge, providing vital insights for researchers, policymakers, and educators. To successfully integrate ChatGPT into higher education contexts, institutions must tackle the highlighted issues and execute the proposed techniques. This will enable them to traverse the intricacies of AI technology adoption in a responsible and effective manner.

This study serves as a fundamental investigation, encouraging additional research, conversations, and collaborative endeavors to utilize the capabilities of ChatGPT and similar technologies in influencing the future of education.

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AN INVESTIGATION INTO THE ADOPTION OF CHATGPT TECHNOLOGY BY ACADEMICS IN HIGHER EDUCATION INSTITUTIONS IN CHINA: AN EMPIRICAL STUDY

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ABSTRACT

This study utilizes SPSS software to investigate the adoption patterns of ChatGPT technology in Chinese higher education institutions (HEIs). The research examines how supportive environments, perceived trust, performance expectancy, and effort expectancy influence academics' decisions to embrace something, using a structured survey instrument. The survey's consistency and stability have been confirmed by extensive reliability analyses, therefore confirming the reliability of the collected data. The results of the study emphasize the significance of institutional backing, ethical awareness campaigns, and thorough regulations to promote responsible incorporation of ChatGPT. This study establishes a fundamental comprehension of the utilization of ChatGPT in Chinese academic institutions, providing useful perspectives for future research, policy development, and teaching methodologies.

Keywords: *ChatGPT, higher education institutions, academic environment*

INTRODUCTION

Ever since the development of computer technology, artificial intelligence (AI) has captivated scientists, engineers, and thinkers. The origins of AI can be traced back to the 1950s, marking the beginning of a significant development that would ultimately result in the creation of advanced, humanoid robots with the ability to think independently, acquire knowledge, and engage in logical reasoning (Gilson et al., 2023). At first, AI was seen as a universal remedy, a technology with the ability to automate any task and replace human employment. Initial research focused on the development of rule-based systems that could make decisions based on specified logical criteria. However, these systems had limitations in their usage as they were inflexible and incapable of acquiring knowledge or adjusting to unforeseen circumstances (Ahuja, 2019). In the 1960s and 1970s, the fundamental objective of AI research shifted towards developing expert systems capable of using extensive domain-specific knowledge to reason and make informed decisions (Temsah et al., 2023). The aforementioned systems were extensively utilized across various domains, such as medicine, finance, and engineering, and were considered a notable accomplishment in the field of artificial intelligence research. Nevertheless, the limitations of expert systems became evident in the subsequent decades as they struggled to address the complex and unpredictable character of real-world problems (Gilson et al., 2023). As a result, deep learning algorithms were developed that have the ability to learn from data and make judgments based on analytical patterns (Giannos & Delardas, 2023). Deep learning algorithms, capable of comprehending intricate patterns in images, sound, and text, were created alongside the expansion of the World Wide Web and the availability of vast quantities of data (Thirunavukarasu et al., 2023).

The progress of Information Technology in the current era of globalization has greatly facilitated the daily lives of individuals (Deb, 2015). The progress of artificial intelligence (AI) has resulted in the creation of virtual assistants such as ChatGPT, which can engage with users and aiding them in a multitude of tasks.

The study project seeks to examine the influence of ChatGPT, a virtual assistant, on the productivity and job satisfaction of academics (Elbanna & Armstrong, 2023). The study aims to investigate the potential of ChatGPT in enhancing the productivity and job satisfaction of academic professionals by analyzing its impact on their everyday activities. The research results will enhance comprehension of the possible advantages and difficulties linked to the incorporation of AI-driven virtual assistants in academic settings (Huang et al., 2022).

ChatGPT is an advancement based on the achievements of prior AI language models, including OpenAI's GPT-3. GPT-3, also known as Generative Pre-trained Transformer 3, is an advanced language model that employs deep learning techniques and transformer architecture to produce text that closely resembles human language. It achieves this by using supplied prompts as input (Foroughi et al., 2023). GPT-3, which was launched in June 2020, shown exceptional performance in tasks related to natural language processing, showcasing its versatility in a wide range of applications (Al Ghatrifi et al., 2023). ChatGPT was developed by OpenAI as an expansion of GPT-3, with a specific focus on creating engaging and interactive conversations. ChatGPT was trained by refining GPT-3 using conversational data and integrating reinforcement learning methods. This training aimed to enhance the coherence and contextual relevance of the responses in dialogue situations. These qualities made it appropriate for use in chatbots, virtual assistants, and customer care systems (Gbenga et al., 2020). The original launch of ChatGPT generated significant attention and enthusiasm among researchers, developers, and technology enthusiasts around. The demonstration highlighted the capabilities of AI language models to participate in interactive and adaptable dialogues, blurring the distinction between human and machine interactions.

Nevertheless, like any AI technologies, ethical problems around biases, misinformation, and misuse have also emerged, sparking discussions about the appropriate implementation and regulation of such technologies (Gubareva & Lopes, 2020). OpenAI introduced ChatGPT as a research preview, enabling users to explore its potential and limits and provide comments. The objective of this technique was to collect valuable information from actual usage to enhance the system progressively.

The growing utilization of AI-driven virtual assistants in academic settings prompts the inquiry of how these tools impact the efficiency and contentment of individuals in their work.

Although there is already research on virtual assistants and AI in education, there is a requirement for a thorough study specifically examining the influence of ChatGPT as a virtual assistant on the performance and job satisfaction of academicians. The utilization of ChatGPT technology by academics in Higher Education Institutions (HEIs) in China is a subject that necessitates scrutiny and focus (Gilson et al., 2023). ChatGPT, an advanced language model created by OpenAI, has the capacity to improve teaching, research, and communication in academia. However, there is a limited understanding of the factors that affect its adoption and the potential challenges of implementing it in the context of higher education in China (Huang et al., 2022). An issue of significance is the insufficient amount of research carried out on the implementation of ChatGPT technology within the context of higher education in China (Giesenbauer & Müller-Christ, 2020). It is necessary to investigate the level of awareness among academics in China regarding ChatGPT and its potential advantages. Assessing the existing degree of awareness might assist in identifying the obstacles and limitations that might impede the general acceptance of this technology within the academic community. The acceptance and implementation of ChatGPT technology may differ across various academic fields within higher education institutions (HEIs). An essential task is to analyse the elements that impact the acceptance of ChatGPT technology in different academic fields and comprehend the variations of these factors among disciplines (Jiang & Shen, 2020). This insight can be utilized to customize tactics and interventions to effectively promote the adoption of ChatGPT technology in various fields. Furthermore, it is necessary to identify the obstacles that arise while deploying ChatGPT technology in the context of higher education in China.

LITERATURE REVIEW

The UTAUT is a model that explains the acceptance of information technology by users, as formulated by Venkatesh et al. in 2003. The conceptual framework for analyzing the adoption of ChatGPT technology among academics at Higher Education Institutions (HEIs) in China

comprises independent variables that exert an influence on the dependent variable. The framework includes performance expectancy, effort expectancy, facilitating conditions, and perceived trust as independent variables, while the adoption of ChatGPT in Chinese HEIs is the dependent variable.

The proposed theoretical framework, depicted in Figure 2.1, seeks to emphasize the impact of independent variables on the adoption of ChatGPT technology among academics at Chinese HEIs. These independent variables include performance expectancy, effort expectancy, enabling circumstance, and perceived trust.

The dependent variable in this study is the tangible usage and adoption of ChatGPT technology by academics at Higher Education Institutions (HEIs) in China, as stated by Choudhury and Shamszare (2023). The metric assesses the degree to which scholars have integrated ChatGPT into their instructional, scholarly, or other academic endeavours. The depicted conceptual framework

The independent variables, including Performance Expectancy, Effort Expectancy, Facilitating Conditions, and Perceived Trust, have a collective influence on and can predict the amount of Adoption of ChatGPT in Higher Education among academics in China.

Through the analysis of these variables, researchers can evaluate the elements that have a favourable or unfavourable impact on academics' inclination to include ChatGPT technology into their teaching and research methodologies. This framework serves as a basis for comprehending and examining the process of adopting ChatGPT. It can also assist in devising strategies to improve the integration and use of ChatGPT in Higher Education Institutions (HEIs) in China.

An analysis of the relationship between the perceived trust and the adoption of ChatGPT technology among academics at Chinese Higher Education Institutions (HEIs) can be conducted using recognized technology adoption models and trust theories. The Technology Acceptance Model (TAM) is a relevant concept that states that an academician's acceptance of technology depends on their perception of its simplicity and utility. Academic evaluations of ChatGPT's usability and utility in performing academic assignments are crucial for its

implementation. The concept of perceived trust may be broken down into various aspects, including reliability, security, and competence. Academics are more inclined to adopt ChatGPT when it regularly provides accurate information, guarantees data security, and exhibits proficiency in providing relevant content.

Moreover, trust views may be influenced by cultural and institutional elements that are unique to Chinese higher education institutions (HEIs). Trust is greatly influenced by effective communication, positive interactions, and ethical considerations. In addition, the experiences of academics, peer influence, and the supply of user training and support have a combined influence on the dynamics of perceived trust and the eventual adoption of ChatGPT technology in the academic context. For the successful integration of this ChatGPT technology within academicians in Chinese HEIs, it is crucial to adopt a comprehensive approach that considers both technological and socio-cultural aspects.

METHODOLOGY

The research design utilized a systematic approach to gather and analyse the required data (Zikmund, Babin, Carr, & Griffin, 2010). In summary, the suggested research work's strategy is referred to as the research design. Inaam (2016) conceptualizes research as a framework. In order to investigate the research topics, a research design includes methodologies such as data collection, measurement, and analysis.

This research design utilizes both quantitative and qualitative design methodologies. Qualitative design pertains to data that is best represented by symbols, numerical codes, or names, while quantitative design focuses on collecting and analyzing numerical data, such as counts, values, and accurately articulated numerical values. In this situation, the study will include quantitative research. This study utilized ChatGPT technology for quantitative research. According to Alaxei (2002), the aim is to provide a detailed and clear description of both the independent and dependent variables in the study. The quantitative research approach is very suitable for capturing trends, patterns, and quantifiable relationships pertaining to the adoption of technology, therefore providing a thorough comprehension of the subject matter.

Furthermore, there exist three distinct categories of research: casual research, descriptive research, and exploratory research. Causal research, in the presence of a well-defined study problem, seeks to uncover the variable that could potentially be accountable for the conduct under investigation and scrutinize any influence or correlation between variables (Zikmund, 2003). This study will utilize cause-and-effect relationships to determine the causal factors and effects of the relationship between performance expectancy, effort expectancy, enabling condition, and perceived trust on the adoption of ChatGPT technology among academics in Chinese higher education institutions (HEIs). This study aims to assess the influence of various independent variables, such as performance expectancy, effort expectancy, enabling condition, and perceived trust, on the adoption of ChatGPT technology by academics in Higher Education Institutions (HEIs) in China. The dependent variable in this study is the adoption of ChatGPT technology.

Data collection is the systematic gathering and evaluation of information on variables of interest, following established rules, in order to address research questions, test hypotheses, and analyze outcomes (Syed, 2016). Data gathering methods are separated into two categories: primary and secondary. The study's analysis was based on primary data, which were collected and used to gather information and construct a hypothesis. Secondary data, as defined by Bustamante-Gavino (2011), is material that has been previously gathered and evaluated by other researchers. The sources were obtained from UTAR's electronic databases, namely Science Direct, Sage, and Google Scholar.

Kabir (2016) defines the target population as the complete group from which information is sought or for whom we are searching. The target population refers to a cohort of individuals who are closely aligned with the subject matter and objectives of the researcher. The researcher gathers data, analyzes it, and draws conclusions based on information obtained from the target group (Draugalis, 2009). The target population of this study consists of the academicians employed by Chinese Higher Education Institutions (HEIs).

Sampling techniques are separated into two categories: probability sampling and non-probability sampling. Various sample approaches can be utilized for different types of

sampling methods (Alvi, 2016). This study will employ a straightforward random sample strategy as part of the probability sampling approach. This strategy ensures that every participant in the target population has an equal probability of being picked in the sample frame (Alvi, 2016). All academics in Chinese higher education institutions have an equitable opportunity to take part in the survey. Moreover, the chosen research sample for this study may serve as a reliable and accurate representation of the overall population. The selected sample frame has been provided with an electronic version of the survey questionnaire.

RESULTS

This study aims to analyse the impact of UTAUT factors, namely performance expectancy, effort expectancy, enabling circumstance, and perceived trust, on the adoption of ChatGPT among academics in higher education institutions (HEIs). Performance expectancy is the users' perception of the technology's ability to improve job performance. Regarding the implementation of ChatGPT among academics, it encompasses evaluating the extent to which the technology enhances efficiency in tasks such as producing research papers or generating content. Effort expectancy refers to the perceived level of ease or difficulty in using and adopting the technology. Academics may assess the user-friendliness of ChatGPT and its ease of learning, which could have a beneficial impact on its adoption (Sykes, Venkatesh, & Gosain, 2009). Facilitating conditions encompass external support and resources that aid in the utilization of technology (Bukar et al., 2023). Within the academic context, it encompasses the provision of training opportunities, technical assistance, and necessary infrastructure to facilitate the optimal utilization of ChatGPT. Moreover, trust plays a crucial role in the process of adopting technology. Academics would probably evaluate the dependability, safety, and moral dimensions of ChatGPT (Mason et al., 2020; Shin, 2020). The intention to embrace the technology can be influenced by a favorable perception of trust (Mayer et al., 1995, p.718).

This study was to investigate the link between the independent factors of performance expectancy, effort expectancy, facilitating condition, perceived trust, and the dependent variable of the adoption of ChatGPT among academicians. The purpose was to gain a deeper knowledge of this relationship.

The research findings are employed to bolster the following research objectives, which may be described as follows:

1. The objective is to examine the impact of performance expectancy on the adoption of ChatGPT among professors in higher education institutions (HEIs).
2. The objective of this study is to examine the impact of effort expectancy on the adoption of ChatGPT among academics in higher education institutions (HEIs).
3. The objective is to examine the impact of conducive conditions on the adoption of ChatGPT among academics in higher education institutions (HEIs).
4. The objective is to examine the impact of perceived trust on the adoption of ChatGPT among academics in higher education institutions (HEIs).

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THE INFLUENCE OF STUDENTS' ATTENTION, PREPARATION, AND ATTITUDE ON THEIR SATISFACTION WITH THE ONLINE LEARNING PLATFORM: AN EMPIRICAL STUDY

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ABSTRACT

The study has selected students from Shanghai University of Finance and Economics (SUFU) who have access to the Learning Zone. A total of 349 valid data provided by the respondents are being utilized to accomplish the study's objectives. In order to empirically determine three objectives, correlation and regression analysis were employed to investigate the potential influence of attention and preparedness on user satisfaction. The correlation analysis clearly demonstrates a substantial and robust positive link between attention, preparation, and attitude towards user pleasure.

Keywords: *learning zone, user satisfaction, attention, preparation, attitude*

INTRODUCTION

University administrators always seek methods to engage students, promote enhanced academic readiness, and enhance student attitudes and contentment. While some professors or lecturers may not consider these areas to be of concern, based on the experiences of researchers and talks with other professors, lecturers, and students, these areas are widely identified as difficulties for universities (Eastman, J.K, Iyer, & Eastman, K.L, 2022).

The SUFE Learning Zone is an online platform designed to facilitate teaching and learning for students and instructors. Learning Zone is an internet-based tool that has replaced the previous Learning Care management system as the primary means of sharing information regarding education and learning. Various issues and risks can occur during the operation of a Learning Management System (LMS), including data breaches, service unavailability, decreased productivity, high maintenance costs, challenges with file downloads, difficulties with new user logins, and a lack of user-friendliness (Haruna, 2022). There is no text provided. In line with the university's mission of enhancing its management components to become a center of excellence and a leading resource for management-related inquiries, Learning Zone serves as a conduit for imparting knowledge to students.

Mostafa (2021) found that it has a substantial influence on the quality of students' learning experience. Through conducting verbal inquiries, the researcher discovered that certain students lack comprehensive knowledge regarding access to the Learning Zone. Additionally, some of these students did not attain a satisfactory level of proficiency in utilizing the Learning Zone (Mostafa, 2021). Furthermore, there are inherent issues that arise as a result of complaints from both students and lecturers. In addition, a few of the instructors are not utilizing the Learning Zone platform in their courses. They had a preference for utilizing email, Facebook, and other methods as opposed to using Learning Zone due to its ease of accessibility.

While there are articles that discuss the use and advantages of Learning Zone in various settings, such as the classroom, there have been limited academic articles in the business field that have examined the effects of Learning Zone. Furthermore, no articles have been published that have developed models to understand the educational concepts influenced by the use of Learning Zone. Lincoln (2021) highlighted the implementation of Learning Zone in a marketing class with a large number of students. The author also examined the input received from students regarding the use of Learning Zone and provided recommendations for its continued use.

In a similar vein, Nelson and Hauck (2021) examined the utilization of Learning Zone in an introductory management information systems course, while Ghosh and Renna (2021) did the same in economics lectures. According to Paladino (2021), educational technology has the ability to promote active learning, enhance students' comprehension, and aid in the development of competencies. Matulich, Papp, and Haytko (2021) emphasized the necessity of ongoing enhancement and perpetual advancements to actively include pupils.

While it is vital to have innovation in the classroom and for professors or lecturers to engage in discussions and share their experiences with students, it is equally crucial to assess the effectiveness and influence of these activities. Toral, Barrero, Martinez-Torres, Gallardo, and Duran (2021) emphasize the necessity for additional scientific investigations to evaluate learner satisfaction and the variables that influence it.

The study aims to identify the factors contributing to student dissatisfaction with the Learning Zone and find solutions to overcome this dissatisfaction. The goal is to improve the user experience and increase student satisfaction with the Learning Zone in the future.

Haruna (2022) did a study on software architecture evaluation of the newly implemented Learning Zone, whereas Mostafa (2021) evaluated the implementation, use, and impact of a computerized management information system in SUFE's College of Business. However, Mostafa's (2021) study primarily focused on College of Business students and examined many dimensions.

This study aims to examine student satisfaction with Moodle. The University Utara China offers an online Learning Zone Technology with a rating of 1.9. Additionally, it is important to determine the influence of students' focus and readiness on their attitude towards user satisfaction. The system is exclusively accessible to the registered students at University Utara China in 2023. Questionnaires were issued to these students to analyze their attitude towards the online Learning Zone. The students were chosen as the study population primarily because they use the online Learning Zone more frequently than other segments in e-Learning. The Moodle 1.9 online Learning Zone Technology offers features that enable

students and instructors to effectively collaborate, communicate, locate resources, generate and oversee material and workflow.

LITERATURE REVIEW

Personality traits may serve as the primary determinant in influencing the connection between attitude and behavioral intention. Several research in the field of cognitive psychology have demonstrated that individual differences in personality can result in significantly different requirements for cognitive abilities (Debono & Packer, 1991; Bearden & Rose, 1990; Debono, 1987; Snyder & Debono, 1985). For example, Snyder and Debono (1985) used identity appraisal to measure mental abilities. They argued that individuals with high self-awareness, who make an effort to adapt to various social situations, are likely to develop attitudes that facilitate social adaptation. In contrast, those with low self-monitoring tendencies, who make an effort to remain true to their internal values and characteristics, are more likely to develop attitudes that align with their core beliefs.

The study utilized the TRA concept as provided by (Eastman, J.K, Iyer, & Eastman, K.L, 2022) to conduct the research. The diversity in user satisfaction with Moodle 1.9 Online Learning Zone can be attributed to three variables: attention, preparedness, and attitude.

This section presented a literature evaluation that focuses on attention and preparation, attitude, and user satisfaction. The study aims to assess the impact of attention, preparedness, attitude, and satisfaction on the users of SUFE's Learning Zone. A research framework and hypotheses were developed based on the literature review. Chapter three will cover the technique of the research, including the research design, sample, method of data collecting, validity, reliability, as well as factor analysis, correlation, and regression.

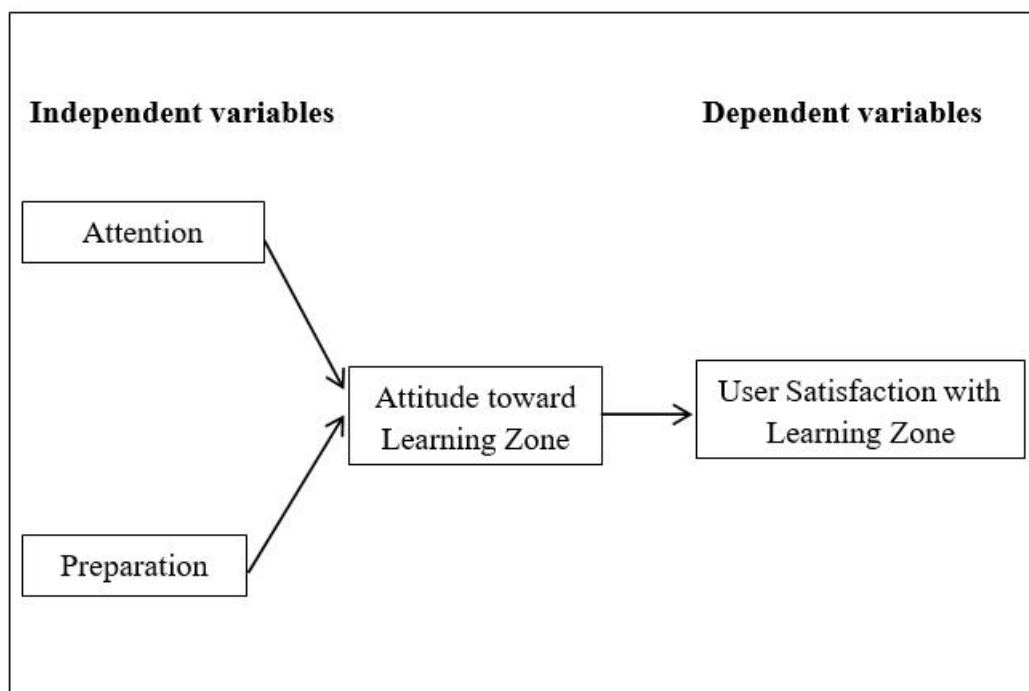


Figure 2.2: Research Framework

METHODOLOGY

A research design is a systematic plan that outlines the procedures and technique for collecting and analysing the necessary data. Zikmund et. al (2022) argue that it provides a framework for organizing activities in the study. This study was done to investigate the impact of attention and preparation on users' attitude and satisfaction with Learning Zone. Hence, this study examined the associations between attention, preparation, and attitude as independent variables and user pleasure as the dependent variable. This cross-sectional study examined all hypotheses that were relevant to the research topics. This study was conducted in a natural setting, following the approach of Sekaran and Bougie (2023) who emphasize the importance of doing relationship studies in non-contrived settings. In the following section, we will appropriately evaluate the population, sample, sampling technique, measurement, and data collecting and analysis.

A quantitative methodology is employed, involving the creation of a model and the formulation of hypotheses, to examine the correlation between attention, preparedness, attitude, and user happiness. The survey method was selected for this study because to its

consistent and reliable approach in generating primary data. The study employed a questionnaire as the primary tool for gathering information.

The questionnaire method of data collection is selected as the primary approach for gathering information due to its self-administered nature and ease of scoring and utilization. The questionnaire has been derived from other investigations. After the data gathering is finished, the data are being examined using statistical analysis. The analysis will be used to test the objectives and hypotheses established during the first stages of the investigation. Structural equation modelling is employed to evaluate the stated hypotheses and construct a model. The participants in this study were students from the Shanghai University of Finance and Economics (SUFU), situated in the northern region of China.

Population is the complete set of individuals, events, or objects that are the focus of a research study (Sekaran and Bougie, 2023). A sample is a smaller group of individuals that is selected from a larger population (Zikmund et. al., 2022). The purpose of sampling is to approximate an unfamiliar attribute of a population. The study employed convenience sampling as the sample strategy. This is a non-probability sampling method that is particularly advantageous when dealing with a big population that presents challenges for random sampling. It is more cost-effective and more convenient for both the researcher and responses. Due to time constraints and difficulty in reaching respondents, the researcher opted to use convenience sampling for this study including a population of 23,550.

The gathered data were analyzed using the Statistical Package for the Social Sciences (SPSS/PC+ 19.0) for Windows or SPSS. The information was analyzed using several statistical methods, such as descriptive statistics and inferential statistics. Descriptive statistics offer concise descriptions of the sample and its characteristics, such as the demographic profiles acquired from the completed questionnaire (Zikmund et. al., 2022). Inferential facts is the process of utilizing factual systems to draw conclusions about an entire population based on a sample. It is employed to extrapolate from a sample to a population. At that stage, the research questions will be subjected to several analyses using the SPSS software, including Descriptive analysis, Reliability analysis, Factor Analysis, Correlation

analysis, and Regression analysis.

This topic has addressed several significant methodological concerns. For example, the research design has to consider several components, such as the type of study, unit of analysis, sampling design, and data collection methods (Sekaran and Bougie, 2023). This study aims to address and adhere to the fundamental principles of scientific research, including purposiveness, testability, and parsimony (Sekaran and Bougie, 2023). Special attention was devoted to the research design, research setting, research methodology, sampling design, data collecting, research measurement and measures, and data analysis. This section also provides specific information on the questionnaire. The study focuses on the evaluation of the questionnaire's enhancement, the creation of the information collection, and the purpose of the inquiry. Moreover, it has been modified.

RESULTS

The data for this study was gathered from students at SUFE. The overall number of

A total of 500 questionnaires were issued to the students at SUFE. Out of these, 378 questionnaires were deemed usable, while the remaining questionnaires were not collected. Hence, the study had a response rate of 75.6%, which is seen exceptionally high and commendable. The response rate proportion is displayed in Table 4.1.

Table 4.1: Response Rate

	Total	Percentage
Questionnaire distributed	500	100.0
Collected questionnaire	378	75.6
Usable Questionnaires	378	75.6
Uncollected Questionnaires	122	24.4

Outliers are defined as observations that are significantly different in numerical value relative

to the remainder of the dataset, according to statistical evidence (Bryne, 2022). Several existing studies have been conducted on various methods of identifying outliers in research. One such method involves classifying data points based on their observed distance from the expected values using the Mahalanobis distance (Hair et al., 2022; Hau & Marsh, 2020). An advantage of using outlier treatments based on Mahalanobis distance is that it provides an efficient method for identifying outliers by setting a predetermined threshold. This threshold helps determine whether a data point can be classified as an outlier or not (Gerrit et al., 2020).

The study was carried out at Shanghai University of Finance and Economics, using a research population of over 23,550 students who had access to the Learning Zone. A total of 378 respondents participated in the survey, which aimed to represent the population. Out of the 500 questionnaires given, only 378 were deemed usable for the research. The two goals are to assess the degree of acceptance and satisfaction among SUFE's students by utilizing the Learning Zone platform.

In addition, this study also identified the dimension within the requirements factors that has the greatest influence (dominant factor) on user satisfaction with Learning Zone. A questionnaire was created using the Theory of Reasoned Action (TRA) as a basis for gathering data. The questionnaire was designed to gather responses regarding the degree of acceptance and satisfaction experienced while utilizing Learning Zone. This was accomplished by utilizing a questionnaire that consisted of two sections: Section (A) inquired about the demographic features of the respondents, whereas Sections (B, C, D, and E) focused on independent variables (such as preparation, attention, attitudes) and dependent variables (such as user satisfaction).

The study primarily utilizes the Theory of Reasoned Action (TRA) developed by Fishbein and Ajzen (1975) as the applicable theoretical framework. This theory is employed to forecast the factors that influence user happiness and to provide an explanation for the concept of the Learning Zone. The main objective of this study is to investigate the correlation between factors that influence customer happiness. According to the study conducted, all three dimensions are supported by the results of the hypothesis testing.

Subsequently, the gathered data were analyzed utilizing the Statistical Package for Social

Science (SPSS) version 20.0. The variables that are not influenced by other factors are attention, preparedness, and attitude towards user pleasure. The research objectives were achieved by analyzing correlation and simple regressions.

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THE INFLUENCE OF STUDENTS' ATTENTION, PREPARATION, AND ATTITUDE ON THEIR SATISFACTION WITH THE ONLINE LEARNING PLATFORM: A CONCEPTUAL STUDY

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ABSTRACT

Technological advancements have significantly impacted our lives. The education sector has not been immune to the ongoing technological advancements. Technology currently plays a crucial function in enhancing accessibility for acquiring knowledge and wisdom more quickly and effortlessly. China's education system, along with education systems globally, has made significant progress in utilizing reliable online access to enhance the education sector. In China, both public and private institutions have been using the widespread availability of internet connectivity to offer their students more safe, dependable, and efficient access to information. Thus, the purpose of this study is to assess the degree of acceptability of the Learning Zone as a platform that facilitates the learning process. This study examines three fundamental factors that contribute to the explanation of the Learning Zone: attention, preparation, attitude, and user satisfaction (US). Moreover, this study investigated if the allocation of attention and the level of preparation would influence the individual's attitude towards achieving satisfaction.

Keywords: learning zone, user satisfaction, attention, preparation, attitude

INTRODUCTION

Technology is being employed to offer educational information to the learner. Finding a higher education course that does not utilize or take advantage of technology in some way can be problematic (Longley, Dennis, Shain & Michael, 1985). Technology is rapidly evolving, and without the proper hardware setup, there is a risk of being left behind (de Freitas & Oliver, 2020).

Moreover, one of the technologies that has been utilized worldwide is the internet. The internet is the largest and most efficient network of workstations in the world. The system comprises several million devices with internet addresses that are used by a substantial number of users worldwide (Kuiper et al., 2020). The internet has become a crucial component in all facets of our daily lives, including the process of learning while attending university. As the number of internet users continues to grow, its influence has become boundless and limitless.

The internet, through globalization, provides consumers worldwide with convenience and efficiency in accessing commercial possibilities, information, weather analysis, news, and more (Manochehr, 2021). The internet also facilitates individuals in allocating more attention and engaging in preparatory activities before to undertaking a task. As more educational institutions, businesses, and individuals connect to the internet, there are greater opportunities for remote instructors to reach learners despite geographical and time constraints. The internet provides access to a wide range of information on various subjects, available at any time and from anywhere (Manochehr, 2021).

Nevertheless, the integration of Web technologies in educational environments has begun to transform the nature of teaching. The World Wide Web has become a great educational platform and has provided learners with new learning experiences that were previously not possible (Passerini and Granger, 2019). On the internet, students can access guidance, complete and submit tasks, and ask questions to their teachers and peers at any time and from

any location, as long as they have an internet connection (Becker and Dwyer, 1994). They can actively engage in class discussions from their home, office, or the nearest computer lab.

LITERATURE REVIEW

The online learning environment presently relies on internet-based technologies, specifically the World Wide Web. The subject of education has witnessed a growing significance of internet technology and computers, which offer a wider range of options and greater flexibility in teaching and learning. According to Boldt, Gustafon, and Johnson (1995), the internet is a very effective educational tool that can greatly increase students' learning and experiences. E-learning, defined as the utilization of information and communication technology (ICT) to enhance and facilitate education, has gained significant significance in higher education (OECD, 2020).

As stated by SUFE Websites, e-learning was introduced at Shanghai University of Finance and Economics (SUFE) in 2019 through a collaboration between a local IT company and SUFE. It consists of twelve modules that offer SUFE's academic community a variety of creative tactics and activities. SUFE has established a Learning Zone to facilitate teaching and learning for both lecturers and students at the institution. This initiative was developed by the college's workstation concentration. It originated as an additional online platform for teachers and learners to collaborate, especially in situations where in-person interaction is not feasible.

The Theory of Reasoned Action (TRA) is a theoretical framework that explains human behavior based on rational decision-making processes.

The Theory of Reasoned Action (TRA) posits that an individual's intention is influenced by two fundamental factors: one related to personal characteristics and the other influenced by social factors. The personal aspect refers to an individual's subjective assessment, which can be either favorable or unfavorable, of engaging in a particular behavior. The aspect referred to as "attitude toward the behavior" (Ajzen and Fishbein, 1980) and the Theory of Reasoned Action (TRA) in psychology study aim to identify the factors that influence user adoption of information technology (IT) (Nitish.S, Georg.F, Jonas A.H & Mike C.H.C, 2020).

CONCLUSION

The researcher examined how students perceived their level of focus and readiness for class using the Learning Zone application. In addition, the researcher assessed student attitudes and satisfaction about the implementation of the Learning Zone. In general, students displayed a high level of attention, readiness, attitude, and pleasure with Learning Zone. When examining the connection among these three variables, it was found that there was a positive correlation between attention and attitudes towards Learning Zone, as well as between attitudes and satisfaction with Learning Zone. There is a positive correlation between learners' level of preparedness and their attitudes towards the Learning Zone. Consequently, all hypotheses were corroborated. The researcher provided measurements of these structures and demonstrated the reliability and validity of the measurements to promote further investigation into the impact of the Learning Zone in the classroom.

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DETERMINING CAREER PREFERENCES AMONG UNDERGRADUATE STUDENTS AT SUN YAT-SEN UNIVERSITY IN CHINA: A CONCEPTUAL STUDY

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ABSTRACT

Individuals who struggle to fit into the workplace often experience decreased productivity, efficiency, and goal attainment. Similarly, students face challenges in fully exploring career options that align with their interests, leading to difficulties in making career decisions.

Keywords: *workplace, productivity, efficiency, goal attainment*

INTRODUCTION

The decision to choose a career is a multifaceted option that determines the specific profession that students plan to follow (Koech et al., 2021). When students are choosing a job, they often struggle to align their chosen aspirations with their academic performance. According to Brown (2019), career choice can be defined as the cognitive process through which individuals assess their own abilities and the necessary skills for a specific occupation. Additionally, this process involves evaluating the work values that align with their chosen career path.

A job refers to the specific activity individuals engage in to generate income, but a career encompasses a wider scope of a person's life, encompassing employment prospects, practical experience, and lifelong learning (Samuel & Hellen, 2022). According to Sauermann (2019), the selection of a career is a multifaceted and enduring undertaking, wherein individuals cultivate their self-efficacy and maturity in order to attain job satisfaction. According to Zool Hilmi et al. (2022), career choice is a complex process that involves making multiple decisions, both significant and minor, which ultimately shape an individual's career path.

These decision-making processes entail a compromise where individuals will evaluate the most appropriate option that would meet their requirements (Ozlen & Arnaut, 2020). According to Ozlen and Arnaut (2020), Germeijs and Verschueren introduced a career decision making model consisting of six distinct tasks. These tasks include orientation to choice (first task), self-exploration (second task), exploration of broad environment (third task), exploration of in-depth environment (fourth task), decision-making (fifth task), and commitment to desired career choice (sixth task). Van Esbroeck, Tibos, and Zaman (as cited in Ozlen & Arnaut, 2020) introduced an alternative model comprising six activities for career choice development. These activities include: firstly, becoming aware of career-related activities; secondly, engaging in self-exploration; thirdly, exploring the environment; fourthly, combining self-exploration and environmental exploration; fifthly, specifying knowledge about the desired career choice; and finally, making a career choice.

The selection of a career path significantly influences an individual's future prospects and is widely seen as a very consequential decision. Individuals should thoroughly investigate professional options before making a career commitment in order to enhance the likelihood of future success and pleasure (Navin, 2020). Therefore, it is imperative for prospective employees, including undergraduate students, to thoroughly examine and comprehend the various elements that impact career decision-making.

According to Ahmed et al. (2021), making an erroneous career decision can lead individuals to allocate their efforts and resources in an incorrect way, as it does not fit with their expectations. The consequences of this situation include feelings of frustration, depletion of

personal energy, and inefficient utilisation of resources (Ahmed et al., 2021). Pavlina (2020) states that individuals will also come across

Adverse consequences in life, such as compromised physical well-being, interpersonal connections, and domestic settings. Likewise, job satisfaction will diminish and impede long-term livelihoods in an unfavourable setting when individuals lack passion in their profession (Meng, 2021). Therefore, it is crucial to emphasise the importance of selecting the appropriate career path for students entering the workforce, since it greatly influences their professional trajectory and future success.

LITERATURE REVIEW

The definition of choosing, as stated in Merriam-Webster's Dictionary (1828), is the act of picking or separating from two or more things that one prefers. Agarwala (2020) posits that career choice entails the deliberate selection of one occupation over another. The term "career" is used to describe the process of choosing a certain path or occupation (Flum & Blustein, 2019). Ozbilgin et al. (2019) provided a concise explanation of two essential prerequisites for the occurrence of career choice: the presence of career alternatives and the individual's own decision-making process in selecting among these career options.

The term "career" refers to the lifelong goals, planning, or activities that an individual pursues throughout their lifetime (Juntunen, Barraclough, & Broneck, 2019). According to Wagdi Abdullah (2021), career choice is the personal decision or undertaking of a business that provides individuals with a means of earning a living and a sense of prestige. The availability of profession options in an individual's life is influenced by both environmental and individual factors, resulting in a limitless range of employment choices.

Selvanathan, Perumal, and Mariadas (2021) assert that during the period of students' university education, their career decisions are mostly shaped by the courses, disciplines, and modules they do. Selvanathan et al. (2021) proposed that the factors influencing students' profession choices are influenced by their urgent job requirements. Almon and Matsidiso

(2020) found that the scarcity of highly skilled workers in the job market and the desire for high pay have an impact on students' long-term career choices.

The elements that influence students' job choice selections were divided into three categories by Owusu et al. (2022). The elements that influence students' attitudes towards a career, including job satisfaction, possibility for growth, social standing, and employment stability, are sometimes referred to as behavioural beliefs and outcome expectancies (Owusu et al., 2022).

According to Owusu et al. (2022), social normative and socio-cultural factors have a significant role in influencing students' decision-making process about profession choices. The job choices of students can be influenced by several social norms, such as parental influence, parental educational background, parental economic standing, the impact of influential individuals, and views towards career-related policies (Dandy & Nettelbeck, 2019). The impact of normative subjects will vary depending on the specific profession type. Previous studies have indicated that parental or family influence is the most influential social normative component, irrespective of the vocation being evaluated (Dandy & Nettelbeck, 2019).

CONCLUSION

The research purpose is to investigate the factors that influence profession choice or career decision-making among students attending public universities. The research population consists of undergraduate students at Sun Yat-sen University . A total of 320 undergraduate students participated in this study, and the acquired data were then examined. The researcher employed a standard or simultaneous multiple regression model. The regression equation includes all independent variables simultaneously to analyze the association between the entire set of predictors and the dependent variable (Coakes & Steed, 2020). The regression analysis showed that the R square value of 21.1% indicates that the independent variables (self-efficacy and parental influence) accounted for a significant portion of the variance in the dependent variable (career choice). The F value of 42.417, with a p-value less than 0.001, further supports the significance of the regression model. Additional examination of the two

factors, self-efficacy ($\beta = 0.319$, $p < 0.001$) and parental influence ($\beta = 0.264$, $p < 0.001$), demonstrated a substantial predictive effect on profession choice. Overall, the analysis confirmed both hypotheses in this study, demonstrating substantial correlations between self-efficacy and parental influence with profession choice.

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DETERMINING CAREER PREFERENCES AMONG UNDERGRADUATE STUDENTS AT SUN YAT-SEN UNIVERSITY IN CHINA: AN EMPIRICAL STUDY

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ABSTRACT

This study aims to investigate the correlation between self-efficacy and parental influence on career choices among undergraduate students at Sun Yat-sen University. The study involved 320 participants, revealing a significant relationship between self-efficacy and parental influence on students' career decision-making processes. Notably, self-efficacy emerged as the more influential factor in shaping career choices compared to parental influence.

Keywords: *workplace, productivity, efficiency, goal attainment*

INTRODUCTION

Students choose professional decisions based on various factors, such as familial influence, personal interest, financial considerations, and more. Students may lack comprehensive information about the job they are pursuing when making career choices. Students may encounter challenges in thoroughly exploring the various career options that exist in the labour market, hence complicating the decision-making process for choosing a vocation (Fizer, 2020). professional fairs, job shadowing, and internships are among the

advantageous resources that assist individuals in making informed professional decisions. Nevertheless, the current problem lies in the students' inclination and enthusiasm to engage in these career-oriented programmes. As stated by Kazi and Akhlaq (2021), it is crucial for every student to carefully evaluate multiple elements prior to making a career choice option. This stage of life will significantly shape their future, and making an incorrect decision might have a profound impact on their destiny.

An individual who is not well-suited for the workplace tends to have decreased productivity, less efficiency, and an inability to accomplish objectives (Kazi & Akhlaq, 2021). Conversely, a someone who had the ability to have a positive impact would experience satisfaction in their professional life (Flammer, 2019).

Choosing a job route is a significant aspect of an individual's life, as it will have a lasting impact on their future lifestyle (Fizer, 2020). According to Nykanen et al. (2020), a significant number of young individuals encounter challenges during the transition from educational institutions to the workforce, despite the concerted efforts made by families, government agencies, and non-governmental organisations in addressing this issue. According to the findings of Ahmed et al. (2021), it is imperative for students to possess a robust understanding, comprehensive information, and suitable assistance while making decisions on their career choices. It is imperative to provide students with a comprehensive understanding of emerging trends, future prospects, and obstacles in order to effectively navigate and select their career path. In their study, Bilal et al. (2021) found that students who have a strong foundation of knowledge were more inclined to confidently pursue professional prospects due to their readiness for employment.

Previous research has indicated that there are multiple factors that can predict profession choices. These factors encompass educational credentials (Frenette, 2020; Harper, Brown & Irvine, 2019; Jariangprasert & Kantabutra, 2020), individual curiosity (Hayes & Shakya, 2020; Dastjerdi et al., 2020; Eshbaugh et al., 2020; Alexander et al., 2020), monetary motivation (Wagner & Westaby, 2020; Dominguez & Perez, 2020; Risco & Duffy, 2020; Janus et al., 2020), and prospects for professional growth (Argawala, 2020; Aycan & Fikret-Pasa, 2019).

Terjesen et al. (2020) and Ayca and Fikret-Pasa (2019) have both identified a significant relationship between students' working preference and their profession choice. Furthermore, it has been demonstrated that parental influence, namely in terms of support, is a crucial driver of the selection of careers by youngsters has been the subject of various studies (Kenny & Medvide, 2020; Navarro, Flores, & Worthington, 2020; Constantine, Wallace, & Kindaichi, 2019; Nota et al., 2020). Previous studies in the field of career choice have also indicated that self-efficacy factors, such as career search self-efficacy (Yi-Jiun, 2020) and career decision making self-efficacy (Gushue, Scanlan, Pantzer, & Clarke, 2020), are strongly associated with career-related concerns among students, specifically career exploration and vocational outcome expectations (Lent, Ireland, Penn, Morris, & Sappington, 2021; Yu-Jiun, 2020; Gushue, Scanlan, Pantzer, & Clarke, 2020). This study specifically examines the impact of an individual's self-efficacy and parental influence on their job decision-making process.

Bandura (1994) defines perceived self-efficacy as an individual's confidence in their ability to achieve a specific level of performance in a life-changing event. Self-efficacy has a significant impact on individuals' emotions, thoughts, motivation, and behaviour, which in turn directly or indirectly affects their success in several aspects of life, including their future profession. The range of career alternatives that individuals will seriously examine is contingent upon their perceived self-efficacy, which refers to their ability to develop an interest, acquire the necessary education to pursue their preferred vocation, and anticipate a higher likelihood of success (Bandura, 1994). Prior research has demonstrated the significance of the self-efficacy notion in career development, as evidenced by its appearance in professional choice making literature (Bandura, 1997).

Self-efficacy is the main factor that affects an individual's capacity and assurance in recognising and selecting suitable professional paths (Lent, Brown, & Larkin, 1986). Numerous studies have demonstrated that persons who possess a diminished sense of self-efficacy in making job decisions tend to restrict their range of career options and objectives due to their perception of unfavourable prospects for attaining particular career aspirations (Betz & Hackett, 1986; Lent et al., 1986). Previous studies have also

indicates that individuals with a high level of confidence in their ability to make career decisions are more inclined to actively explore different job options and consider them as feasible paths to pursue.

The concept of career decision self-efficacy encompasses not only an individual's capacity to identify and select potential professional paths, but also their conviction in their behavioural competence to make a sound career decision (Bullock-Yowell, McConnell, & Schedin, 2021). The challenges in making career decisions are associated with a lack of confidence in one's ability to make career decisions and a tendency to have negative thoughts about one's career (Fouad, Cotter, & Kantamneni, 2020; Peterson, Sampson, Reardon, & Lenz, 1996). More precisely, it has the potential to impact an individual's capacity to effectively evaluate their own self-awareness. Additionally, they can impact an individual's ability to generate potential career options and select a major (Kleiman et al., 2019; Sampson et al., 2019).

LITERATURE REVIEW

According to Flammer (2019), the terms "self-efficacy" and "control" are often used synonymously. Schwarzer et al. (1997) found that personal sense of control plays a crucial role in human functioning. It refers to the trust individuals have in their ability to take instrumental action towards a certain situation. Additionally, they have a tendency to do so and regard themselves as being dedicated to the ultimate judgement or choice. Self-efficacy expectancies were referred to as personal response control or agency by Schwarzer et al. (1997). Individuals who have confidence in their abilities to begin an event are capable of effectively directing their life trajectory in a more proactive and autonomous manner.

Based on Bandura's (1994) research, self-efficacy encompasses several cognitive, affective, motivational, and selection processes that shape an individual's views on their emotions, thoughts, self-motivations, and actions. In the realm of cognitive processes, Bandura (1994) elucidated that a robust sense of effectiveness is necessary for maintaining task orientation amidst instances of failures, urgent situational demands, and setbacks that carry substantial

ramifications. Motivation is influenced by various factors that are influenced by personal standards or goals. These factors include self-satisfaction and self-dissatisfaction with one's performance, perceived self-efficacy in achieving goals, and the need to readjust goals based on personal progress (Bandura, 1994).

Perceived self-efficacy is defined as an individual's confidence in their ability to achieve a specific level of performance in a given event that has an impact on their life. Betz and Hackett (1981) suggest that self-efficacy expectation pertains to individuals' views of their capacity to effectively execute a specific task or behaviour. According to Bandura (as reported in Betz & Hackett, 1981), self-efficacy expectation is considered a significant mediator for individuals.

Mish (as stated in Jungen, 2020) provided a definition of a parent as an individual who nurtures and provides care for another individual. This study examines the impact of parental influence on children's career decision-making, specifically focusing on parental support, interference, and engagement in assisting children in following their career choices. The profession selection process of children is significantly influenced by their parents, including factors such as work ethic, family values, and gender stereotypes. However, many parents are unaware of their impact on their children's career decisions (Jungen, 2020). The values and expectations of parents, as well as the interaction between parents and children, have a significant impact on the development of identity and career goals in children (Jungen, 2020).

In a study conducted by Otto (2019), an examination was undertaken to investigate the parent-youth connections among African-American and White students in six high schools located in North Carolina. According to the findings, 81% of the students concurred with their parents' perspective on their occupations and objectives. Additionally, parents serve as the main provider of career-related information. Both African-American and White individuals frequently seek guidance from their parents when it comes to career planning, with a preference for initially consulting their respective mothers (Otto, 2019).

According to Chak-keung and Jing (2020), Chinese parents have a vital role in all part of a young person's life, including making important decisions about their career. The absence of parental support leads to parental hurdles in making job choices (Chak-keung & Jing, 2020). A

supportive family environment plays a significant role in facilitating successful negotiation in job growth (Rush, 2019).

The present study examines the association between self-efficacy and career choice.

A previous study conducted by Rohana (2020) used a sample of 393 students who were taking the MPV Teknotani elective across Peninsular China. The findings of this study revealed that a significant level of career decision self-efficacy is necessary for individuals to make informed and appropriate career choices. Rohana (2020) established a correlation between career decision self-efficacy, career interest, and employability skills with career choice.

Crisan and Turda (2021) found a statistically insignificant negative association between gender and career indecision in a study involving 160 teens who had completed upper secondary education. The study focused on the amount of career indecision and perceived self-efficacy in career decision making. Nevertheless, the findings of their study revealed a noteworthy favourable association between self-efficacy and professional decision making. According to Frost and Shows (1993), individuals with a high degree of indecisiveness tend to require a greater amount of time in order to make decisions among many options.

In their study, Pinquart et al. (2019) aimed to examine the influence of self-efficacy, academic talents, and parental job-related education on the professional decision-making process of adolescents. The objective of the study conducted by Pinquart et al. (2019) was to examine the factors that contribute to changes in career goals and profession choice for university-bound careers during the period of German unification. The research involved the participation of German adolescents. The study indicated that both personal convictions and a strong academic background are essential factors in professional reorientation during periods of social change.

To comprehend the deficiencies in profession choice research, pertinent publications or findings from previous studies have been examined. A study conducted by Afidatul Asma (2021) aimed to investigate the associations between family influence, personal interest, and economic concerns among university students. The findings of the study revealed that economic considerations emerged as the sole variable that did not demonstrate statistical significance in predicting career choice decisions. According to the study conducted by

Afidatul Asma (2021), it was determined that the impact of family, particularly the parent, plays a significant role in determining individuals' job choices.

METHODOLOGY

The structure presented below illustrates the relationship between the dependent variable, profession choice, and the independent variables, self-efficacy and parental influence. The research framework proposed in this study is depicted in Figure 3.1, as indicated by the existing literature.

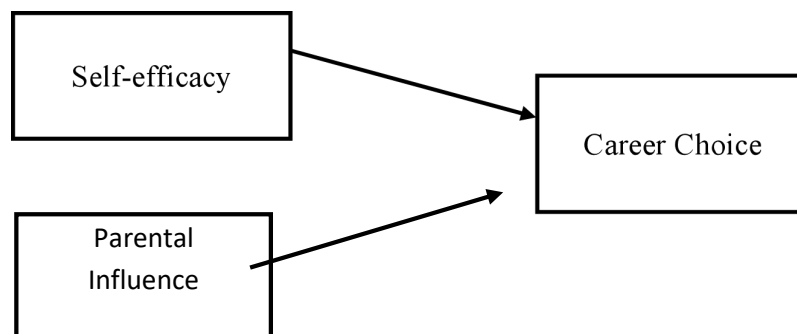


Figure 3.1 Research Framework

Sekaran (2019) posits that study design encompasses both qualitative and quantitative research methodologies. The present study employed a quantitative research methodology, involving the collection and analysis of numerical data. According to Zikmund (2019), the primary objective of quantitative research design is to establish a relationship between the dependent variable and independent variables within a selected population. The present study employed a cross-sectional quantitative research design, wherein data was gathered and analysed at a single moment in time, to examine the associations between self-efficacy and parental influence on professional decision-making among undergraduate students at Sun Yat-sen University.

The unit of analysis, as defined by Cavana et al. (2019), is the degree of aggregation of data that is collected during the subsequent step of data analysis. This study focuses on the individual undergraduate students at Sun Yat-sen University, Sintok, as the unit of analysis.

This study examined the variables that influence the selection of a professional path among undergraduate students. The intended participants Active students in the academic session A182 (second semester 2022/2019) were included in this study.

According to Sekaran (2019), primary data refers to information that is collected by methods such as engaging in conversations with employees, witnessing events, individuals, and objects, or conducting surveys. The core data for this study was obtained through a self-administered online survey, in which participants sent their responses to the researcher.

Cavana et al. (2019) define secondary data as information that is made public or gathered by organisations. The secondary data utilised in this study were obtained from various sources such as articles, websites, books, and journals. This approach was adopted to enhance the breadth of understanding pertaining to the research subject.

According to Farahman and Asgar (2020), Tailor provided a definition of a sample as a subset of a larger universe or population. According to Farahman and Asgar (2020), convenience sampling is a non-probability sampling strategy that involves selecting members from a desired population based on practical characteristics such as their willingness to volunteer and availability at a specific time.

The present study used questionnaires that consist of two distinct portions, namely demographic and research factors. In the initial portion, participants were instructed to indicate their responses by selecting the provided checkboxes.

The subsequent component of the questionnaire consists of 8 items pertaining to the dependent variable, known as self-efficacy, and 25 items pertaining to the independent variables, namely parental influence. The subsequent sub-part of Chapter Three presents the analysis of the second component of the questionnaire.

RESULTS

Gravetter and Wallnau (2020) describe normal data distribution as a "symmetrical bell-shaped

curve" where the highest frequencies are found in the center and decrease towards the extremes. According to Das and Imon (2021), a histogram is a straightforward and simple graphical display that visually represents the frequency distribution of observations by plotting values against their frequency. It is used to assess whether the distribution is bell-shaped or not.

Tabachnick and Fidell (2020) proposed using a graphical method to assess the normalcy of obtained data. When dealing with a sample size of 200 or more, it is important to visually examine the normalcy distribution rather than relying just on the statistical measures of skewness and kurtosis (Field, 2020). The normality results, as shown in Appendix C, include histograms that depict the normal distribution of both the dependent variable and independent variables. Each histogram depicted a symmetrical bell-shaped curve, indicating that this research exhibits a normal distribution of data.

Multiple regression analysis is employed to assess the impact of independent factors, namely self-efficacy and parental influence, on the dependent variable of profession choice. The regression analysis yielded a R square, coefficient of determination value of 0.211. The value of 21.1% represents the proportion of variability in the dependent variable (career choice) that can be accounted for by the independent variables (self-efficacy and parental influence). The F value is 42.417, indicating a significant relationship between the variables, with a p-value less than 0.001. The R-squared number is rather low due to the researcher's focus on only two independent variables in relation to job choice. The R-squared value would increase if more independent variables were included in the study.

According to Table 4.4.1, there were significant connections observed between self-efficacy and parental influence and profession choice. Additional examination of the two factors, self-efficacy ($\beta = 0.319$, $p < 0.001$) and parental influence ($\beta = 0.264$, $p < 0.001$), demonstrated a considerable ability to predict career choice. Self-efficacy has a greater influence on job choice decision compared to the other variable, as indicated by the Beta value of 0.319.

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AN INVESTIGATION INTO GENERATIONAL DYNAMICS. PERCEPTIONS OF INDIVIDUALS TOWARDS CHINESE SMARTPHONE BRANDS: A CONCEPTUAL STUDY

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ABSTRACT

The study reveals that only social influence and perceived quality have a substantial influence on the purchasing intentions of Chinese brand smartphones. Additional criteria, such as perceived usefulness, perceived simplicity of use, and price, have been determined to be statistically unimportant. Therefore, marketers in the smartphone sector, particularly in the Chinese smartphone market, can take these elements into account to evaluate and enhance their sales.

Keywords: *social influence, perceived quality, purchasing intentions*

INTRODUCTION

Generation Y, sometimes referred to as Millennials, include individuals born between the early 1980s and the mid-1990s to early 2018s (Stein, 2022). However, over time, various sources have conflicting opinions regarding the specific year in which Generation Y was born. Mafini, Dhurup, and Mandhlazi (2022) stated that Generation Y can be referred to by various names, including the Millennium Generation, DotNet, Nexters, Net Generation, Echo

Boomers, and We Generation. In 2019, the Pew Research Center, which has conducted extensive research on the Millennial generation for over ten years, determined that anyone born between 1981 and 1996 will be classified as Millennials (Dimock, 2019). This assertion is further corroborated by the data on Millennials provided by the World Economic Forum (Wood, 2018). Jirasevijinda (2018) and Becker (2019) as well The Millennials generation is commonly characterized as individuals born between 1981 and 1996 in academic journals.

Millennials are commonly viewed as individuals who actively seek enjoyment and frequently have their smartphones constantly in their possession. Nevertheless, it is false that they age throughout the period of economic decline, coinciding with the wars in Iraq and Afghanistan and the terrorist catastrophe of 9/11 occurring in their midst. This instilled in them a sense of global responsibility (Becker, 2019). In addition, Millennials have experienced the rapid growth of the internet, making them digital natives. They are also the most highly educated generation, utilizing devices for their employment, studies, and social interactions. They prefer texting and messaging over making phone calls due to its less formal nature. Consequently, this compels individuals to consider their smartphones as an essential requirement in their daily lives and they will never venture outside without them.

LITERATURE REVIEW

Purchase intention refers to the likelihood and inclination of consumers to obtain a product or service in the future (Richard, Loury & David, 2022). Furthermore, it is stated that purchasing intention refers to the customers' premeditated decision to buy particular products in the immediate future (Warshaw & Davis, 1985). The purchase intention is an indicator of customers' likelihood to buy a product. A stronger purchase intention indicates a higher likelihood of consumers actually making a purchase (Schiffman & Kanuk, 1997). According to Zeithaml (1998), the act of buying something was described.

Perceived usefulness refers to the probability that individuals will use a product only when they believe it will provide them with benefits that help them perform their tasks more

effectively. Put simply, people believe that a smartphone can help them improve their communication and personal management abilities (Davis, 1989). Perceived usefulness refers to the customers' view of the benefits or advantages they obtain from using or experiencing a product or system (Monsuwe, Dellaert & Ruttyer, 2019).

Typically, individuals of all age groups will attempt to steer clear of complexity. Given that smartphones are technical devices, people generally gravitate towards acquiring phones that offer ease of use and operation (Rakib, 2019). Davis (1989) stated that perceived ease of use refers to the extent to which individuals believe that using a technology can be effortless or utilized with minimal user effort. Perceived ease of use is positively associated with the absence of problems, convenience, adaptability, and reduced complexity (Davis, Bagozzi & Warshaw, 1989). In the context of smartphones, utility can be defined as the degree to which a smartphone enables users to execute desired actions, such as searching the Internet or capturing photos with the device's camera. According to Blau (1989), when users perceive an object to be highly user-friendly, it instills trust and reduces misunderstandings about the product. Perceived ease of use refers to the situation where consumers may find an application to be practical, but at the same time regard it as too complex to use, therefore overshadowing any performance benefits (Lau et al., 2023).

CONCLUSION

This research aims to conduct a comprehensive analysis of the factors that influence the intention of consumers to purchase Chinese smartphone brands. This research has effectively accomplished the purpose of identifying all the elements that influence the purchase intention of Chinese smartphone brands. Upon analysing the data, it was determined that only social influence and perceived quality have a noteworthy effect on purchasing intention. While perceived usefulness, perceived ease of use, and price may not have a large impact on the purchasing intention of Chinese brand smartphones, their importance should not be overlooked.

Finally, this study presents the consequences, limitations, and recommendations for future research. These findings serve as suggestions for marketers and researchers to improve goods

and attract a larger user base. Additionally, these recommendations are intended to guide future research endeavours. This research aims to provide a comprehensive understanding of the factors that influence the purchasing intention of Chinese smartphone brands.

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**AN INVESTIGATION INTO GENERATIONAL DYNAMICS.
PERCEPTIONS OF INDIVIDUALS TOWARDS CHINESE
SMARTPHONE BRANDS: AN EMPIRICAL STUDY**

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ABSTRACT

Chinese smartphone manufacturers are currently seeing a surge in popularity and are growing their presence in the global market. Presently, the tech-savvy Generation Y, who heavily depend on technical devices, are the predominant purchasers of cell phones in China. The primary goals of this research are to identify the characteristics that influence the intention to purchase Chinese brand smartphones. This study, based on an analysis of literature reviews, identifies five key characteristics that impact the intention of Chinese consumers to purchase brand cell phones. These factors include perceived utility, perceived ease of use, price, social influence, and perceived quality. This study employed a survey instrument utilizing a 5-point Likert scale to gather data. The sample consisted of 150 respondents from the Generation Y population residing in the Shanghai metropolitan area of China.

Keywords: *social influence, perceived quality, purchasing intentions*

INTRODUCTION

The Chinese Communications and Multimedia Commission (2023) discovered a continuous increase in smartphone usage. The percentage increased from 68.7% in 2023 to 75.9% in 2023. Undoubtedly, the demand for cell phones is expanding with the rise of the e-commerce era. Based on data from the Statista Research Department (2019), the number of smartphone users has been steadily rising since 2023, and it is projected to continue increasing until 2023. This demonstrates that China's smartphone producers and distributors have access to a promising market.

In addition, based on data from Statcounter in 2019, Chinese mobile manufacturers have smaller market shares in comparison to Samsung, which maintains its dominant position, and Apple, which holds market shares of 25.99% and 18.99% respectively as of July 2019. Oppo, Huawei, and Xiaomi, who are Chinese mobile suppliers, hold market shares of 14.77%, 13.18%, and 5.68% respectively. Lenovo's market share is insufficiently low to obtain precise data on its market share. The market share of smartphones in China deviates slightly from the global market share worldwide indicated that Huawei, ranked second globally, is ranked fourth in China, while Oppo, ranked sixth globally, is ranked third in China. The disparity between the global ranking and the rating of Chinese smartphone brands in China raises uncertainty on whether Chinese smartphone brand is more commercially viable in China, particularly among Generation Y.

Prior research has indicated that Chinese companies are consistently perceived as having inferior quality, outdated technology, and being low-cost products (Kreppel & Holtbrügge, 2022). Although China is a prominent global manufacturer, consumers continue to hold the perception that products created in China are of inferior quality (Sarwar, Azam, Haque, Sleman & Nikhashemi, 2022; Lew & Sulaiman, 2022). The prevailing negative perceptions of China-made products have resulted in previous instances of unsuccessful market entry. Nevertheless, there are individuals who continue to buy things made in China due to their affordability, even when they are aware of the likelihood of these products being defective. This is because they can easily replace them with a new one at a low cost. This elucidates the

correlation between purchasing behavior and decision-making, which contributes to the economic growth of China.

It is logical to assume that buyers now prioritize affordability over quality when making purchasing decisions. Will the people in China consider other factors such as the functionality and user-friendliness of a product, particularly a smartphone from a Chinese brand? Prior research has examined the aspects that impact the purchasing intention of Generation Y when it comes to smartphones. These characteristics encompass product attributes, subjective norms, brand name, and convenience. Regrettably, there is a scarcity of previous research investigating the Technology Acceptance Model, namely its components of perceived usefulness and perceived ease of use, in relation to smartphones.

This research aims to enhance understanding among different stakeholders regarding the elements that significantly influence Generation Y's inclination to purchase Chinese smartphone manufacturers. An important aspect of conducting this study is that it will enable users to recognize the distinctions between Chinese brand cell phones and their predecessors. They now possess the capability to compete with other prominent brands in the smartphone industry. In addition, Chinese smartphones provide users the opportunity to save money by providing the same functionality as other smartphones at a lower cost.

Additionally, this study offers an opportunity for scholars and researchers to address the existing knowledge gap and make a valuable contribution to the literature for those interested in conducting research in this particular sector. This research aims to provide the most up-to-date reference for future studies on the correlation between five independent variables (perceived usefulness, perceived ease of use, price, social influence, and perceived quality) and the purchase intention of Generation Y when buying Chinese smartphone brands. Furthermore, this research will aid policy makers in ensuring that the regulatory criteria are sufficiently stringent when assessing the compliance of Chinese smartphone brands with established standards, in order to prevent unforeseen occurrences.

While there is a substantial amount of research on consumer perception and its impact on smartphone purchase intentions, there is a dearth of studies that particularly examine the

buying motivations for Chinese smartphone companies. Rahim, Safin, Law, Abas, and Ali (2023) conducted a study on the factors that affect university students' intention to purchase smartphones. These factors include the product's attributes, the influence of social groups, and the sacrifice of other products. Shahbrin et al. (2023) conducted a study on the factors that influence the purchasing decision of Generation Y when it comes to smartphones. These factors include brand concern, social needs, and others. The Chinese study focused on smartphones globally, rather than exclusively on Chinese brands.

LITERATURE REVIEW

Perceived utility refers to the user's view that a smartphone may effectively assist in improving communication, entertainment, and personal activity management (Davis, 1989). The Technology Acceptance Model (TAM) identified perceived utility as a primary determinant of an individual's propensity to purchase a new technology (Franco & Roldan, 2018). Thokchom (2022) concluded that the perceived usefulness of a smartphone has an impact on consumers' propensity to purchase it. The smartphone enhances users' performance and simplifies their lives with its various features. Hong et al. (2022) found that perceived utility had a significant impact on the purchasing and adoption of smartphones among young consumers in China. In addition, Tan et al. concluded that perceived utility is a vital factor that influences the intention to purchase on social networking platforms, as it improves the overall purchasing experience. The hypothesis relationship is formulated in the following manner:

Riyath & Musthafa (2022) stated that there is a significant and positive correlation between how people perceive the pricing of a product and their intention to purchase it. The consumers' perceived pricing refers to their assessment of whether a product's brand represents good quality or not. Nirushan (2023) determined that the efficiency of a product's marketing may be assessed by considering its price. The pricing allows customers to develop a certain view, and if that opinion is favorable, it increases their intention to make a buy. In addition, Kinney et al. (2022) discovered that a high price for a product decreases customers' motivation to make a purchase. Price is a significant determinant for customers when assessing the quality of a brand,

which in turn influences their intention to make a purchase (Kotler et al., 1999). Karjaluoto et al. (2020) stated that price is a significant determinant of smartphone buying intention. The hypothesis relationship is formulated in the following manner:

Social influence impacts an individual's behavioral intention, meaning that one's purpose is altered by how others perceive and comment on it (Davis, 1989). The study by Khan and Rohi (2022) focuses on the impact of social influence on users' purchasing decisions about smartphones. Suki and Suki (2022) stated that the younger generation heavily depend on their social network, including family and friends, to acquire a smartphone. They are more inclined to get the identical smartphones that their relatives and friends have utilized. Arif et al. (2023) also found that consumers are likely to get a smartphone in order to enhance their social integration within their social circles. This is corroborated by Wong (2019), who asserted that in contemporary times, individuals are inclined to maintain communication with their acquaintances through social media platforms, hence increasing the likelihood of their smartphone acquisition.

METHODOLOGY

Research design is a thorough plan for conducting a study (Collis & Hussey, 2018). Research design is a comprehensive perspective on how to identify solutions for the research issues. In addition, the research design encompasses the objectives that are derived from the research questions. This study is a descriptive research design that allows researchers to utilize quantitative data to identify the characteristics of the participants under investigation. This study will utilize a quantitative approach to its design, drawing upon conceptual frameworks from earlier literature (Zikmund, 2018).

Data typically consists of main and secondary data. Primary data refers to information that is obtained by researchers specifically for a particular research study. On the other hand, secondary data refers to data that has been previously gathered for other purposes. The main data collected for this study using custom questionnaires are distributed by email and completed by the participants at their convenience (Saunders et al., 2021).

The act of gathering data from a whole population of a feasible magnitude is referred to as sampling (Saunders et al., 2021). The term "whole population" refers to a collection of groups that possess a common set of characteristics or behaviors. Additionally, sampling is necessary in situations where it is impractical to gather data from the entire population due to limitations in time and financial resources. Sampling offers a range of strategies that allow for the reduction of data collection and the acquisition of a representative sample.

According to Saunders et al. (2021), the term "sampling frame" refers to the overall structure of the population from which a sample will be selected. Put simply, it refers to the individuals who represent the population. The research will focus on a chosen cohort of 150 individuals from Generation Y. The questionnaires are delivered randomly around the Shanghai metropolitan area of China.

A self-administered questionnaire will serve as the primary instrument for data collection in this project. Questionnaires are appropriate for research that necessitates a limited range of information (Wray & Bloomer, 2020). In addition, it is advantageous for research purposes as it allows for the inclusion of bigger sample sizes and is more efficient in terms of cost and time compared to interviews. Riazi (2023) argued that researchers should exert effort in either creating questionnaires or selecting existing ones that are closely aligned with the construct being investigated in the study. The instrument employed has been adjusted and altered based on previous research, primarily influenced by Davis (1989).

The primary goal of data processing is to convert unprocessed data into a computer system in order to derive valuable information for research purposes (Hair, Bush & Ortinau, 2018). The data preparation process is essential as it enhances the quality and consistency of the findings, hence leading to improved managerial decision-making. Data processing include the tasks of verifying, modifying, encoding, transcribing, purifying, and analysing the data.

In the field of data processing, questionnaires undergo a thorough examination to ensure that no questions are included that could potentially cause confusion or result in grammatical errors. Upon receiving the completed questionnaires, those containing erroneous information will be excluded to ensure accuracy.

The research maintains a high level of quality. The collected data will be subsequently transferred to the computer using SPSS v23 in order to acquire the findings. Using SPSS for data entry offers advantages over other solutions due to its capacity to reduce labour-intensive tasks and provide a higher level of dependability in data recording and analysis. (Riazi, 2023). The study will utilize SPSS v23 to analyse the reliability, correlation, and multiple linear regression.

Pilot research is conducted to assess the compatibility and functionality of the components of the main study on a smaller size, prior to implementation on a larger scale (Lancaster, 2023). It is referred to as a pilot test. The purpose of this pre-testing is to assess the reliability and validity of the data collected from the respondents, and to identify any flaws in the questionnaire's questions. 40 sets of questionnaires were delivered for the pilot test. The Pearson Correlation coefficient test is conducted to determine the level of dependability of the pilot test.

RESULTS

The research methodology involves the collection of primary data using administered questionnaires, as described in chapter three. The findings gathered will be analysed and presented in chapter four. The SPSS v23 software is utilised to examine the data collected from all 150 respondents. The study will employ descriptive analysis, scale measurement, reliability analysis, Pearson correlation coefficient, and multiple regression to examine the association between perceived usefulness, perceived ease of use, price, social influence, perceived quality, and purchase intention.

The Cronbach's Alpha test is employed to assess the reliability of all the variables in this investigation. The results of the reliability test are presented in Table 4.4.

Table 4.4: Results of Reliability Test

Variables	Cronbach's Alpha	No. of items
Perceived Usefulness	0.937	4
Perceived Ease of Use	0.626	5
Price	0.608	5
Social Influence	0.858	6
Perceived Quality	0.924	6
Purchase Intention	0.867	8

The reliability test is a metric used to assess the internal consistency of a measurement, while Cronbach's Alpha is a commonly used method to evaluate the correlation between items (Saunders et al., 2021). Sekaran and Bougie (2021) asserted that the Cronbach's Alpha range If a value is below 0.60, it is categorised as poor. A value between 0.60 and 0.70 suggests a satisfactory level.

According to Table 4.4, the Cronbach Alpha values for both the independent and dependent variables exceed 0.6, as indicated by the correlation coefficient guideline in Chapter 3. This demonstrates that it is reliable to measure all the items of the variables. The variable with the greatest score in the reliability test is perceived usefulness, with a value of 0.937. This variable consists of four questions. The variable with the second highest score is perceived quality, with an alpha coefficient value of 0.924. This variable consists of six items. Since both numbers fall within the specified range, when the value is 0.9 or higher, it is considered that the strength of connection is excellent. In addition, the purchase intention scale consisting of eight questions and the social influence scale consisting of six items had alpha coefficient values of 0.867 and 0.858, respectively. Since both values fall within the range of 0.8 to 0.9, it may be concluded that the strength of connection is excellent. The perceived

ease of use and price, measured on a scale of five items each, have readings of 0.626 and 0.608, respectively. The strength of association is considered moderate when the value is 0.7. Finally, the Cronbach's alpha values for all the variables in this study exceed 0.60, indicating that all constructs are deemed reliable.

The study's findings indicate that there is a substantial association between purchase intention towards Chinese smartphone manufacturers and two independent variables: social influence and perceived quality. The remaining three independent factors, namely perceived ease of use, perceived usefulness, and price, were found to have no significant impact on the purchasing intention towards Chinese brand smartphones. The subsequent phase of theory implication will address the perceived utility and perceived ease of usage.

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THE STUDY EXAMINES THE INFLUENCE OF COMMUNICATION SATISFACTION AND EMOTIONAL EXHAUSTION ON ORGANIZATIONAL COMMITMENT: AN EMPIRICAL STUDY

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ABSTRACT

The findings indicated that male and younger employees had diminished levels of organizational engagement in contrast to their female and older counterparts. There exists a notable correlation between communication satisfaction and organizational commitment, with communication satisfaction having a positive effect on organizational commitment. Conversely, there is a considerable correlation between emotional weariness and organizational commitment, with emotional exhaustion having a negative impact on organizational commitment. Nevertheless, the outcome of the standardized multiple regression analysis demonstrated that communication satisfaction exerts a more substantial influence on organizational commitment in comparison to emotional tiredness. The subscales of communication satisfaction yielded numerous notable predictors of organizational commitment. The subscales consisted of communication atmosphere, organizational integration, media quality, and personal feedback.

This study offered managers in diverse industries valuable insights on the relationship between communication satisfaction, emotional weariness, and organizational commitment, with a particular focus on managers in the service industry. Suggestions were made to

enhance the level of communication satisfaction among employees and decrease emotional tiredness, hence leading to improved organizational commitment and reduced turnover cost. Future study should prioritize expanding the sample size, doing a comprehensive investigation into communication satisfaction, and incorporating mediating or moderating variables to examine relationships.

Keywords: *organizational commitment, turnover rate, communication satisfaction*

INTRODUCTION

According to research done by Zhaopin.com in 2021, as reported by Bernama (2021), a significant majority of Chinese, specifically 78%, expressed dissatisfaction with their current employment. It is commonly believed that the primary reason these employees departed from the firm was their discontentment with their salaries. Nevertheless, this study conducted by Jobstreet.com has uncovered that employees primarily attribute their unhappiness to the nature of their job responsibilities, with a secondary factor being a strained connection with their superiors. The primary factors contributing to happiness in the workplace include contentment with the job experience, positive rapport with superiors, and amicable relationships with colleagues. Employees reward superiors who offer direction, feedback, and recognize the importance of their work. A majority of 62% of the participants expressed their intention to leave their current firm and seek alternative employment to attain higher levels of job satisfaction.

From the information provided, it is evident that employee happiness is no longer solely driven by financial compensation. Effective communication is crucial for ensuring that employees are satisfied and committed to the firm. Most of the employees surveyed express dissatisfaction with their employment and indicate a want to depart from the firm. This statistic is quite concerning, given the increasing competitiveness of the business environment and the challenges employers face in retaining their skilled workforce.

Recent findings indicate that a significant number of individuals globally, particularly those from Asian countries, have seen an increase in job-related stress compared to previous years. China is among the countries that have documented an increasing degree of work-related stress, following Taiwan and China. According to the data, employees in China were found to work over 10 hours each day, and they reported much higher levels of stress compared to their counterparts in the United States. According to Dorn (2021), job stress was responsible for 40% of turnover in the United States, resulting in an annual cost of ¥1.426 trillion to the workforce industry. Smith, Segal & Segal (2021) assert that excessive and sustained stress can result in emotional weariness, usually known as burnout. This demonstrates the significance of comprehending emotional tiredness within the Chinese context. It is evident that emotional exhaustion is associated with employee turnover, resulting in substantial financial burdens for organizations.

Given the increasing stress levels in China, it is imperative that this issue is addressed properly in order to avoid further harm to the existing workforce.

Prior research has demonstrated a correlation between both communication satisfaction and emotional tiredness and organizational commitment. These two occurrences have the potential to either enhance or diminish organizational commitment, thereby impacting the rate of employee turnover. According to Lew's (2021) study, there is a significant inverse correlation between organizational commitment and turnover. Therefore, doing research on organizational commitment is crucial for predicting the likelihood of an individual's intention to resign.

The Chinese Employers Federation reports that the non-manufacturing sector, which includes industries such as hotels, restaurants, communication, and associations, has the greatest turnover rate among employees (Wong, 2021). It is evident that most of the identified sectors are service-oriented companies that require extensive client engagement. According to Wong (2021), China had a turnover rate of 21% in 2021, which is a significant increase compared to the 10.1% observed in early 2020 (Pharmy, 2020). This doubling of the percentage is concerning. In 2021, the retail industry in China had a turnover rate of 18%, which was one

of the highest among non-manufacturing sectors. The investment industry had a turnover rate of 17.4%, while business services such as marketing or human resource agents had a turnover rate of 16%, and the banking industry had a turnover rate of 12% (Wong, 2021). No data pertaining to turnover rate specifically for frontline personnel or sales assistants has been identified. However, it is evident that the industries under investigation are engaged in customer-facing activities. The respondents selected for this study are sales assistants in the apparel retail industry, chosen in part because their employment involves interacting with consumers. The departure of employees will result in a significant outflow of cash from the company due to potential declines in sales and productivity, as well as the necessity to allocate additional funds for hiring replacements. This will, in turn, jeopardize our nation's economy.

This study tries to address specific areas of research that have not been adequately explored. Previous research on the correlation between emotional exhaustion and organizational commitment has primarily focused on employees in the banking, education, insurance, and medical sectors. However, there is a scarcity of studies that have investigated the clothing retail industry, where employees are required to handle significant levels of work-related stress to fulfill their responsibilities.

Ensuring exceptional service quality, meticulous handling of commodities, and achieving the company's sales targets and objectives. Furthermore, there is a dearth of research in the domain of communication satisfaction, with a particular emphasis on interpersonal relationships. In addition, the majority of the studies focused on analyzing the correlation between communication satisfaction and organizational commitment, as well as the correlation between emotional exhaustion and organizational commitment, independently. Therefore, the objective of this study is to determine which variable has a more significant influence on organizational commitment.

LITERATURE REVIEW

Downs and Hazen (1976) expanded upon the existing method by developing additional components. Downs and Hazen (1977) delineated communication satisfaction by utilizing

eight distinct elements. The criteria pertain to the level of contentment regarding communication information, relationships, channels, and climate. The eight criteria include communication atmosphere, interaction with superiors, and organizational integration.

The key aspects are the quality of media, horizontal and informal communication, the organizational perspective, the relationship with subordinates, and personal feedback.

Clampitt and Downs (1987) offer a detailed account of each dimension, as originally formulated by Downs and Hazen (1977). Communication environment pertains to the quality of communication within a business and among individuals, specifically if it is engaging or inspiring and fosters employee connection. It also evaluated the perceived proficiency of employees in communication and the extent to which information flow enhances the working process. It also evaluated if employees' disposition towards communication inside the organization is conducive to progress.

Relationship to superiors include both upward and downward communication, evaluating the supervisor's level of receptiveness, listening skills, and perceived level of trust. The three fundamental components of this dimension include the superior's receptiveness to ideas, the superior's attentiveness, and the superior's desire to provide guidance in resolving job-related matters.

Organizational integration pertains to the adequacy of information provided to employees about their immediate work environment, with the aim of fostering a sense of integration among employees. It also pertains to the level of contentment that employees have with the information they get from the organization, including details regarding benefits, policies, and their employment.

Media quality pertains to the efficacy and lucidity of information as it is disseminated across various mediums. It encompasses a range of communication channels within the firm, such as well-structured meetings with accurate minutes, concise and unambiguous directions, and a comprehensive newsletter that effectively communicates the company's events and updates.

Horizontal and informal communication pertains to the quantity and precision of information inside the communication network. It also pertains to the level of employee satisfaction with the grapevine, regardless of their level of involvement. Grapevine is the term used to describe the informal communication that occurs within an organization, which is a network that is not based on formal structure. It pertains to colleagues who are acquainted with one another and engage in casual conversation. It might pertain to professional or interpersonal relationships. A grapevine is a means of communication used when the information obtained via formal channels is inadequate (Tripathi & Reddy, 2020).

Organizational viewpoint encompasses the objectives and achievements of the corporation, its financial position, and any internal modifications that occur within the organization. In addition to internal information, it also encompasses knowledge of external events, such as new government policies and economic conditions. It encompasses a comprehensive range of information pertaining to the organization.

METHODOLOGY

This study employs a blend of descriptive and explanatory research methodologies. Descriptive research is carried out in a study environment where no variables are modified. Descriptive research gathers data on the naturally occurring emotions, behaviors, or thoughts of a certain group. The purpose of descriptive study is to document the surroundings or context in which a specific occurrence occurs. A cross-sectional study involves a single contact with a group of participants, while a longitudinal study involves studying individuals over a period of time. Descriptive research can be carried out through participant engagement, such as surveys or interviews, or without participant interaction, such as observation or studies using existing records (Descriptive Studies, 2021). The purpose of this study is to analyse the variations in gender and age among participants and how these factors relate to their level of organizational commitment. This study uses descriptive research methods to achieve this objective.

The research methodology employed in this study is the survey method. Survey research can be characterized by three distinct features, as outlined by Kraemer (1991) and quoted in

Glasow (2019). The primary attribute is the researcher's ability to quantitatively document certain characteristics of the population under study. This strategy is frequently employed to elucidate the relationship between variables. The second aspect of survey research is that the obtained data are often subjective, as they are collected from a diverse collection of individuals with varying thoughts and behaviors. The third defining feature of survey research is that the findings are obtained from a sample of individuals that accurately represents the entire community. The assessed outcome will thereafter be produced to reflect the population.

The respondents are sales assistants working full-time in the clothes retail industry in the Yangtze River Delta region area. Retail is a distribution channel that focuses on selling goods and services directly to final consumers. These products are sourced via wholesalers. They are regarded as intermediaries between wholesalers and end consumers. They are selling their products in limited quantities and frequently provide post-sales services. Retail outlets are being established in easily reachable areas and serve as the main source of up-to-date market information in the retail industry. Employees in the retail industry must directly contact with end consumers and utilize social and interpersonal abilities in their contemporary sales approach (Londhe, 2020). Clothing can be broadly defined as a collection of clothing, encompassing a variety of clothes and apparel that are worn for the purpose of covering the body (Craik, 2020). The outfit comprises collections for both men and women.

The researcher systematically addressed each store and gained explicit authorization from the retail manager to perform a comprehensive research study on the front-line staff. Most stores have been highly accommodating, as they were guaranteed that no brand or name would be disclosed.

As stated in the research, only aggregated data from groups will be presented. The researcher consulted the retail manager regarding the staffing levels in each store and distributed the questionnaires to the management according to the number of staff members employed by the specific brand. The researcher informed the management that the questionnaires consist of four sections in total, and it is mandatory for all staff members to answer all of them. It was

conveyed that it is not mandatory for all staff members to respond, in case the employees are not at ease with carrying out the research. The researcher subsequently provided a two-week time limit for the employees to complete the surveys.

Following a two-week period, the researcher once again approached the retail manager in order to get the fully filled-out surveys. The participants were categorized according to their gender and divided into three distinct age brackets (21-30, 31-40, and 41-50 years old). The outcome was assessed utilizing the SPSS program.

Data collection spanned around one month, with an additional month allocated for result analysis and conclusion. Therefore, the whole duration required to generate findings amounts to around 2 months. The money allocated for this study covers the printing of questionnaires. An accompanying cover letter was sent to the questionnaires, extending an invitation to participate. The study's objectives were clarified, emphasizing that participation was optional and that all replies would be kept confidential. Respondents were informed that their identities would remain anonymous and that only aggregated data would be shared.

RESULTS

The range of scores for organizational commitment is categorized as follows: scores from 15 to 45 indicate low commitment, scores from 46 to 76 indicate moderate commitment, and scores from 77 to 105 indicate great organizational commitment. Among male respondents, 80% exhibited a moderate level of dedication, while 17.8% shown a low level of commitment. Only 2.2% of the male respondents demonstrated a high level of devotion. Among the female respondents, 92.5% exhibited a moderate level of dedication, whereas 5% shown a high level of commitment, and 2.5% displayed a low level of commitment.

The range for low emotional weariness scores is 0 to 16, while moderate scores fall between 17 and 26. High emotional exhaustion scores are 27 and higher. Among the male responders, 68.8% experienced significant emotional weariness, 31.1% had a moderate level of emotional exhaustion, and only 1.1% expressed minor emotional exhaustion. Among the female

responders, 53.3% experienced moderate emotional weariness, 45% experienced extreme emotional exhaustion, and only 1.7% experienced low emotional exhaustion. Both genders exhibited significant levels of emotional weariness, with a higher proportion of males experiencing high emotional exhaustion compared to females, who predominantly fell within the moderate range. The average score for emotional weariness among males is 30.19, whereas the average score for emotional exhaustion among females is 26.23.

Inferential statistics are employed to create predictions about a population by analysing information or observations gathered from a sample. The outcome of the study will be applied to the entire population, so it is crucial to guarantee that the sample accurately represents the population. This is accomplished by employing the statistical test of significance. Hypothesis testing is employed to assess the likelihood that the sample accurately reflects the characteristics of the entire population (e.g., a 95% probability that the sample is representative of the population). The test of significance provides us with the possibility that the observed results might have happened randomly, in the absence of any relationship between the variables (Crossman, 2021).

The Cronbach's coefficient alpha reliability for the Communication Satisfaction Questionnaire developed by Downs and Hazen (1977) is .918, indicating a high level of internal consistency. This reliability coefficient was calculated based on responses to all 40 items in the questionnaire. Eliminating any questions from the questionnaire will not enhance the reliability of this scale, and removing certain things may actually decrease the reliability. Therefore, no modifications were made to the scale.

The measurement of emotional tiredness utilized the 9-item emotional exhaustion scale, a subscale of the Maslach Burnout Inventory (MBI). The reliability of this scale was assessed using Cronbach's coefficient alpha, yielding a value of .866. No items were eliminated from the scale, as doing so would decrease the reliability of evaluating emotional tiredness.

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THE STUDY EXAMINES THE INFLUENCE OF COMMUNICATION SATISFACTION AND EMOTIONAL EXHAUSTION ON ORGANIZATIONAL COMMITMENT: A CONCEPTUAL STUDY

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ABSTRACT

The objective of this study was to examine the correlation between communication satisfaction and organizational commitment, as well as the correlation between emotional weariness and organizational commitment. The study conducted a further analysis to determine which independent variables, namely communication satisfaction and emotional weariness, have a more pronounced influence on the dependent variable, organizational commitment. The study also investigated variations in organizational commitment based on age and gender. The study utilized the Downs & Hazen 1977 Communication Satisfaction Questionnaire (CSQ), the Maslach Burnout Inventory (MBI) to assess emotional tiredness, and the Mowday, Steers & Porter (1979) Organizational Commitment Questionnaire. A grand total of 450 questionnaires were sent to sales assistants across 30 apparel retail brands in the Yangtze River Delta region. After a period of two weeks, the researcher received a total of 210 completed questionnaires from respondents.

Keywords: *organizational commitment, turnover rate, communication satisfaction*

INTRODUCTION

Today, the world has grown more competitive than it was a few years ago due to factors such as downsizing, growing, rising globalization, diversified labor forces, elimination of old organization forms, and benchmarking (Carr, 2019). In the past, technology was not as advanced and companies were often smaller and focused on local operations. In the past, employees mostly considered income as the primary factor while choosing and remaining in a job. Over time, as technology improves and people have more access to information, highly educated professionals are increasingly considering factors beyond compensation when deciding whether to start or leave a job. Prior to commencing a career, people typically prioritize aspects such as compensation and job responsibilities. Once employees have been part of the business, their attention shifts towards aspects beyond only compensation and job scope. This includes factors such as their relationship with their supervisor, the working atmosphere, and the conditions of their employment. Therefore, it is crucial to guarantee that the firm remains competitive in order to retain its employees and effectively address the pertinent concerns to preserve employee satisfaction.

LITERATURE REVIEW

This part provides an overview of the theoretical foundation upon which this research is built, as well as the creation of instruments to assess the concepts derived from these ideas. This section also presents the findings and evidence from previous research studies that are relevant to the concepts employed in this study. The study conducted by Downs and Hazen in 2019 focused on communication satisfaction.

The concept of communication satisfaction was first considered unidimensional when it was first established by Level in 1959. However, it gained recognition in the 1970s when Wiio highlighted its multidimensional aspect in 1976, followed by Downs and Hazen in 1977 (Clampitt & Downs, 1987). Downs and Adrian (2021) reference a study by Wiio (1976) that identified four categories of communication satisfaction: work satisfaction, message content,

improvements in communication, and channel efficiency. This study was conducted through a communication audit of 22 individuals within a Finnish firm. The factor analysis unveiled four distinct dimensions.

According to Crino and White (1981), communication satisfaction refers to an individual's overall contentment with the communication methods employed within an organization. It involves acquiring an adequate amount of comprehensive knowledge about the firm, including its policies, performance, corporate goal and vision, and working circumstances. It also pertains to the level of communication between employees and their bosses and subordinates.

The operational definition for communication satisfaction in this study is derived from Redding's (1978) definition. Redding defines communication satisfaction as the level of satisfaction an employee perceives in their overall communication environment inside a company.

Research has discovered a positive correlation between communication satisfaction and organizational commitment. A high level of communication satisfaction is likely to result in a high degree of organizational commitment. A study was done by Ahmad (2019) on a sample of 252 academic staff members to investigate the correlation between communication satisfaction and organizational commitment. The instruments utilized consist of the Downs and Hazen (1977) Communication Satisfaction Questionnaire and the Allen and Meyer (1990) Organizational Commitment Questionnaire. The results indicated that the staff members are moderately content with communication, with communication between subordinates being the most satisfying. Research has also discovered that there is a strong and positive correlation between communication satisfaction and organizational commitment. Only four characteristics, namely media quality, horizontal communication, organizational integration, and communication climate, were found to be significant predictors of organizational commitment.

CONCLUSION

Overall, this study has yielded insights into an underexplored aspect of the local economy. The concept of communication satisfaction has not received extensive attention in previous research studies. However, it is crucial to recognize its significance due to its impact on organizational commitment. The study of organizational behavior is expected to increasingly focus on communication satisfaction, since it is certain that employees will engage in communication with their colleagues, and enterprises will be required to share information with the team.

Customers have become increasingly cognizant of their rights and their expectations for service quality have risen. Consequently, this will impose additional responsibilities on personnel in the frontline sector, such as the apparel shop sales assistant. Companies must recognize the significance of communication satisfaction and effectively convey market trends and customer expectations to their employees. Additionally, employees should engage in effective communication amongst themselves to stay updated and receive guidance on providing excellent customer service. Employees that express contentment with the communication structure inside the firm are more likely to exhibit a higher level of dedication to the organization. Additionally, this contributes to cost savings for the company by decreasing the rate of employee turnover.

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NAVIGATING CHALLENGES: UNDERSTANDING FACTORS AFFECTING INTERNATIONAL STUDENTS' MENTAL HEALTH IN CHINA AMID THE COVID-19 PANDEMIC: A CONCEPTUAL STUDY

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ABSTRACT

University and college students, particularly international students, face increased mental health risks during the COVID-19 pandemic. This study investigates the relationship between loneliness, stress, anxiety, depression, and international students' mental health during the pandemic.

Keywords: *international students, mental health, covid-19*

INTRODUCTION

According to Verbik and Lasanowski (2019), the worldwide education sector is steadily growing, and one important component of it is the mobility of international students seeking higher education. The number of overseas students is expected to reach approximately eight million by 2024, up from an estimated four million in 2021 (British Council, 2021). A lot of countries have laws and programs in place to entice international students because of the positive effects they have on the host country's economy, society, and culture (Terry, 2011). Internationalization of higher education has become a global trend,

with many Asian countries, like China, becoming centers for higher education by drawing many international students. Despite this, the United States and European Union countries still account for the majority of global higher education (Vidya & Gauri, 2021; Clark, 2022; Arokiasamy, 2010). A contemporary education (Faleel et al., 2012), cultural discovery (Yee & Mokhtar, 2022; Yusoff, 2011), and a conducive study atmosphere (Chuah et al., 2022) are a few of the many reasons why international students choose to attend universities abroad. Reasons given by foreign students for choosing to study in China, which has recently risen to the ranks of the world's most popular universities (The Daily Sun, 2022), include the country's welcoming culture, affordable tuition, relative safety (Jusoh, 2019), and the widespread use of English as a medium of instruction (Singh, 2019). Aziz (2020) and Abdullah (2021) both praised the country's high-quality and reasonably priced educational system. Due to its cultural affinity and relatively inexpensive tuition, China attracts a large number of international students from Asia, Africa, and the Middle East (Bashir & Hussain, 2022; Zeeshan, Sabbar, Singh, Schapper, & Jack, 2020). Since 1996, the number of overseas students opting to study in China has been steadily increasing, as shown by Malaklolu and Selan (2011). Foreign students flocked to Chinese universities as the country expanded its higher education infrastructure (Pandian, 2024; Yusoff, 2011). The Chinese government has made it a priority to attract more overseas students in order to boost the country's part of the global higher education market (Mohd Ismail & Doria, 2022; Yusoff, 2011). A total of 80,750 international students enrolled in Chinese institutions in 2022 (MOHE, 2022). In 2022, the Chinese Ministry of Education aimed to enroll 120,000 students, according to The Chinese Insider (2022). Nevertheless, in 2020, more than 100,000 international students enrolled in public and private universities in China (Aziz, 2020). People are greatly impacted by such extraordinary events (Auerbach et al., 2020; Bruffaerts et al., 2018). Case in point: Chinese research of medical students found elevated anxiety levels associated with COVID-19-related concerns (Cao et al., 2020). Data collected from overseas students also shows that, with personal lessons suspended, students are more worried about their own futures and the futures of their families (Zhai & Du, 2020). Many nations have instituted curfews, social isolation, and the closure of schools and other public facilities in an effort to stem the pandemic's spread. Virtual classrooms have mostly supplanted traditional classroom

instruction at universities across the globe. As a result of several changes implemented by China's state universities, a number of programs, both academic and otherwise, have been postponed or eliminated (Malay Mail, 2020). Both students and faculty were quick to respond to minor adjustments made to university academic calendars. Online classes have taken the place of traditional ones, and that includes the final year project, postgraduate proposals, and viva presentations. At the same time, administrative staff was strongly encouraged to make use of a web-based platform for consultation and communication in order to get their work done. When students are overwhelmed by their schoolwork and experience frequent delays, it can lead to feelings of worry and burnout. As a result, they may decide to ignore their classes and avoid interacting with their teachers and classmates. There was a lot of strain on all of the students at Jinan University, both domestic and foreign. Staying in the hostel has caused problems such as isolation, lack of motivation to study, extreme boredom, difficulty making friends, emotional instability, and other mental health issues since they are unable to return to their home countries and hometowns because of the MCO. As a result of the economic slump, numerous overseas students at JINAN ran into financial difficulties, putting further strain on their families.

LITERATURE REVIEW

A survey of relevant prior works is covered in this section. This study reviews the literature on mental health and its associated characteristics, including isolation, anxiety, depression, stress, and loneliness, as well as their effects on mental health. In addition to outlining the current framework and hypothesis development, this chapter provides the theoretical backdrop of the investigation. The chapter's summary is covered at the end.

According to cognitive behavioral theory (CBT), a person's thoughts and feelings are influenced by their thoughts and behaviors. Currie, Wood, Williams, & Bates (2022) noted that cognitive behavioral theory is also applied in the field of mental and physical health to help individuals modify their behavior. The foundational principle of cognitive behavioral therapy (CBT) approaches is that people's thoughts and ideas play a crucial role in creating and maintaining their emotional and behavioral responses to real-life events. Because it

describes the cognitive processes that underlie one's feelings and actions in response to certain life situations, CBT serves as the foundational theory of this research. Global students at UniversitiChina are not immune to the effects of the epidemic on their mental health. Furthermore, CBT has been suggested as a means to explain the mental correspondence between past experiences and present-moment reactions to environmental signals (Gonza'lez-Prendes&Resko, 2012). In particular, CBT proposes that health-related data Health concerns related to consumption may arise (Hadjistavropoulos, Craig, &Hadjistavropoulos, 1998; Salkovskis& Warwick, 1986). Anxiety, according to this view, is a mental illness that causes sufferers to dwell on bad thoughts and perceive themselves as hopeless. Depression, worry, and pessimism are brought on by the pandemic's effects. How people's first impressions of a situation impact their subsequent feelings, actions, and bodily processes is explained by the cognitive model. According to the present research, fear and nervousness were among the unfavorable responses brought on by the pandemic's effects. Things are becoming worse as the pandemic news keeps coming out every day. For example, Norr, Capron, and Schmidt (2021) discovered that people who had accessed medical websites and learned about specific symptoms of diseases tend to be more anxious about their health. The idea clarifies how stressful life situations, such as a pandemic, can cause negative psychological reactions including anxiety, despair, loneliness, and stress.

CONCLUSION

In this study, we formulate a problem statement, identify potential research objectives and questions, analyze relevant literature, analyze the data we collect, and draw conclusions about how the COVID-19 pandemic has affected the mental health of international students at JINAN. In addition, the existing literature on mental health, anxiety, depression, stress, and loneliness served as the basis for the theoretical framework. The primary goal of this study was to investigate the impact of COVID-19 lockdown isolation on participants' psychological well-being. The results of the multiple regression analysis corroborate the hypothesis that being lonely negatively impacts mental health. As a result, foreign students should make greater efforts to avoid unhealthy levels of isolation and shallow friendships if they want to

keep their mental health in check. Finding out how stress affects the mental health of overseas students at JINAN is the second goal. It was determined that there was a positive significance and that the results of the regression were validated. The final goal, which looked at how COVID-19 lockdown anxiety correlated with psychological well-being, disproved the hypothesis. The fourth goal was to look at how foreign students' mental health was affected by lockdown depression. The analysis's harmful impact on mental health was revealed by the results. Consequently, the theory was proven correct. Thus, the overarching goals were realized. Finally, it is evident that the majority of international students had high levels of loneliness, stress, sadness, and anxiety during the COVID-19 lockdown, as indicated by the positive mean values for these variables. These kids' happiness and mental health were greatly affected by their capacity to learn how to deal with everyday life and social situations. Due to a lack of familiar normative norms and reference points, international students were susceptible to and likely to feel the accompanying pressures. It was believed that students frequently prioritized physical health concerns over emotional and mental health difficulties. These findings highlight the need for prompt action to combat the problem-escalating and care-fragmenting practices that come from people waiting too long to seek assistance. These factors amplify the already-present mental health issues among overseas students during the lockdown. In order to offer early intervention that really works regarding mental health concerns, it is clear that there is a need for improved, unified, and culturally sensitive student health care.

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NAVIGATING CHALLENGES: UNDERSTANDING FACTORS AFFECTING INTERNATIONAL STUDENTS' MENTAL HEALTH IN CHINA AMID THE COVID-19 PANDEMIC: AN EMPIRICAL STUDY

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ABSTRACT

A survey was conducted among 326 international students across different Chinese universities, with 226 usable responses analyzed using SPSS version 24. The results indicate significant associations between loneliness, stress, depression, and mental health, while no significant relationship was found between anxiety and mental health. Implications, study limitations, recommendations, and conclusions are discussed.

Keywords: international students, mental health, covid-19

INTRODUCTION

The most important takeaways for university administration and management about the impact on student mental health from this study would be a greater grasp of the topic. Aiming to better understand the mental health issues that international students at JINAN face, this study sought to identify potential risk factors for depression, anxiety, stress, and loneliness. It looked into how the pandemic affected people's mental health and how they changed their habits. The study's results will have important practical and theoretical implications. From a

theoretical standpoint, it will add to the pandemic and its aftermath literature. Impact on students' psychological well-being, especially at the university level. From a more pragmatic perspective, it provides valuable insight into how the pandemic may have affected students' mental health and, by extension, their ability to concentrate in the classroom. In sum, this study can help management better understand how international students perceive the medical and counseling services provided by JINAN staff. The research results will help JINAN enhance its student support services in the areas of medical and counseling.

- 1 The emergence of the COVID-19 pandemic has led to widespread psychological distress globally.
- 2 Studies indicate increased rates of depression, anxiety, and stress among various populations, including university students.
- 3 Mental health issues among university students have been exacerbated by factors such as social isolation, uncertainty about the future, and disruptions to their academic routines.
- 4 International students, particularly those studying abroad, face unique challenges related to cultural adjustment, social isolation, and access to support services during the pandemic.
- 5 Despite the growing awareness of mental health issues during the pandemic, there is a lack of research focusing on the specific experiences and mental health impacts of international students enrolled in Chinese universities.
- 6 Therefore, this study aims to fill this gap by investigating the psychological effects of the COVID-19 pandemic on international students at Universiti Utara China (JINAN), with a focus on factors such as loneliness, anxiety, and stress resulting from prolonged lockdowns and the overall pandemic environment.

Research Questions

1. Is stress a factor affecting the mental health of JINAN's international students?
2. Does being alone affect the emotional well-being of foreign students at JINAN?
3. When it comes to the mental health of international students at JINAN, does anxiety play a role?
4. Would you say that overseas students at JINAN are more likely to suffer from depression?

Research Objectives

1. To learn more about the effects of stress on the psychological well-being of overseas students at JINAN.
2. To learn more about the effects of isolation on the psychological well-being of overseas students at JINAN.
3. To investigate if worry impacts the psychological well-being of overseas students at JINAN.
4. Finding out whether overseas students at JINAN are affected by depression and their mental health.

LITERATURE REVIEW

According to Redmond et al. (2022), stress has a negative impact on both mental and physical health. Research has proven that stress can lead to mental health issues (Haghighi& Gerber, 2018). Paul, Jeon, Bizon, & Han (2022) found that chronic stress can alter brain structure and function. Various forms of stress have been associated with various negative mental health outcomes, such as symptoms of depression (Villarreal et al., 2019), symptoms of postpartum depression (Coburn, Gonzales, Luecken, &Crnic, 2020), behavioural issues (Hurwich- Reiss &Gudiño, 2020), increased alcohol consumption (Cano et al., 2019), and substance abuse (Zapata Roblyer, Grzywacz, Cervantes, &Merten, 2020). Stress and unpleasant experiences have been felt by many people across the globe as a result of the Coronavirus Disease 19 pandemic (Zandifar&Badrfam, 2020). Secosan, Virga, Crainiceanu, &Bratu (2020) and Lee, Kang, Cho, Kim, & Park (2018) found that people had high levels of emotional distress during

the SARS and Ebola outbreaks, and they also found that painful stress had a favorable effect on mental health. Therefore, we can state the following hypothesis:

Feelings of powerlessness can set in when an outbreak exacerbates pre-existing mental illness, causes panic and worry, or even causes people to believe they are dying. Mood disorders, anxiety, and panic episodes connected to prior pandemic epidemics (Ho, Chee, & Ho, 2020). Research has shown that the prevalence of mental health issues, ranging from moderate to severe, has risen since the pandemic began (Rajkumar, 2020; Zhai & Du, 2020). According to Asmundson et al. (2020), people with preexisting anxiety or mood disorders were more likely to experience coronavirus-related stress than healthy individuals who did not have these conditions.

A pandemic may exacerbate mental health issues, including anxiety, for people who already suffer from them (Landi, Pakenham, Bocolini, Grandi, & Tossani, 2020). People who had suffered from health anxiety before to the pandemic's onset are at a far higher risk of experiencing more severe mental health consequences, such as an overwhelming fear of contracting the COVID-19 virus (Rajkumar, 2020). A lot of people are talking about COVID-19 on social media, and schools and businesses are using the internet to run their operations. The cumulative effect of this is an upsurge in symptoms of anxiety, despair, and distress, as well as an increase in reported suicide attempts (Wright, Sarangi, & Ibrahim, 2020). On the other hand, widespread isolation, bad media coverage of the COVID-19 pandemic, and the resulting fear of spreading the disease could have unintended consequences (Garfin, Silver, & Holman, 2020; Brooks et al., 2020). Particularly during a pandemic, research has shown that increased worry can have a negative effect on mental health (Blakey & Abramowitz, 2019). Therefore, the following is the proposed

A melancholy mood, chronic sadness, or hopelessness is symptoms of depression, a complicated mental health condition. According to research (Zahmatkesh, Peyman, Tehrani, & Esmaily, 2020), it is a common mental condition that affects many different societies. A person's thoughts, actions, and overall health can be impacted by depression, an illness characterised by low mood. Sadness, disinterest, hopelessness, a lack of control, a sense of worthlessness, guilt, and irritability are all symptoms of depression (Derajew, Tolessa, Feyissa,

Addisu, &Soboka, 2019). People who suffer from depression are more likely to die prematurely and are also more likely to suffer from a variety of chronic illnesses (Chesney, Goodwin, & Fazel, 2021). Multiple studies have shown that the general population's depression levels have been on the rise since the COVID-19 pandemic began, due to a mix of social, cultural, economic, and health-related issues (e.g., Dozois, 2020; Elton-Marshall et al., 2020; Gallagher, Zvolensky, Long, Rogers, &Garey, 2020). Those Americans who reported high levels of stress, heightened symptoms of depression, and functional impairment were more likely to have infected the coronavirus, gotten a confirmed diagnosis of COVID-19, or known someone who died from the virus, according to a recent study (Gallagher et al., 2020). According to Thakur and Jain (2020), COVID-19 has induced feelings of anxiety and loneliness. Bowman (2020) found that prolonged fear can contribute to depression.

METHODOLOGY

The research challenge is commonly framed by the research design. Strange, Grønhaug, and Ghauri (2020). In order to measure the intrinsic factors in a study, Rahi (2019) explains that research design is necessary. The researchers in this study used a quantitative approach. According to Abutabenjeh and Jaradat (2018), the study design aims to provide immediate answers to queries related to a current scenario. But according to Mukherjee (2019), research design is an effort to systematically extract data from real-world observations. An investigator can learn a lot about different research approaches from this study (James, Bhat, & Joshi, 2018). According to Oluwaseun et al. (2019) and Michael (2019), research design is the process by which researchers carry out a collaborative study with the aim of solving a certain topic or question. It also acts as a blueprint for the review process. In order to answer the research questions posed by the study, Sekaran and Bougie (2020) state that research design is the main tool for data collection and processing. Two main approaches form the basis of research designs: qualitative and quantitative methods. For the benefit of their connections and research prowess, quantitative researchers employ a systematic approach based on numerical and measurable variables (Majid 2018). The purpose of this analysis is to

answer questions regarding the relationships between quantifiable components in order to clarify, predict, and regulate a phenomenon (Perumal, 2021). SPSS version 24 is used for data analysis.

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Any and all entities, causes, and events that are relevant to a study are collectively referred to as a population (Sileyew, 2019). University Utara China's international student body is the subject of this research. All four authors—Freeman, Byers, Robinson, and Kelly—describe the population as the study's object of interest (2018). The population is the larger group of people, events, or entities that the researcher is interested in studying, whereas the sample is a smaller representation of that group (Sekaran & Bougie, 2020). The Director of Academic Affairs at JINAN provided the demographic data in June 2020. A total of 2,344 foreign nationals, including 1,253 graduate students and 1,091 undergraduates, make up JINAN's

international student body. The chart by Krejcie and Morgan (1970) suggests that 326 should be the optimum sample size. This survey utilized sampling due to the fact that it was non-probability sampling. Given the nature of the research issue, the time constraint, cost-effectiveness, convenience of administration, and concentration on specific responses led to the selection of the sample. This happens when the researcher chooses which respondents to include in the sample. We wanted to get a feel for the mental health of international students at JINAN, so we picked them at random. The researcher also aimed to address the research objective by determining whether or not the independent factors (loneliness, stress, anxiety, and depression) significantly impacted mental health.

RESULTS

The results of the investigations, including the data presentation, interpretation, and argumentation, are covered in this chapter. After discussing the response rate, we screened the data for issues like missing values, outliers, and numbers that didn't fit the expected distribution. Then, we used descriptive statistics based on the respondent profile. Also covered in this chapter are the prerequisites for performing regression analysis, which include normality, linearity, and multi-collinearity. Lastly, this chapter also includes a discussion of the data, a regression analysis, and an evaluation of the correlations.

The analysis was conducted using the following tools: descriptive statistics, reliability analysis, data screening, normality test, correlation, and regression analyses. It was useful for elucidating the survey's measurement scales' importance and reliability and for illustrating the interrelationships among the variables. The study's conclusions will be further discussed in the section that follows. The results of the analysis show that the A possible indicator of the mental health of international students at JINAN could be the COVID-19 lockdown effects. The primary points of emphasis are the research questions posed in the study's first chapter. Thus, three of the four hypotheses tested in this study—*anxiety*, *stress*, and *depression*—were found to be true, whereas the fourth, *loneliness*, was found to be false.

Table 4.9: Summary of Hypotheses Testing

Hyp.	Relationship	T - value	P-value	Decision
H1	Loneliness->Mental Health	7.879	.000	Supported
H2	Stress->Mental Health	2.691	.008	Supported
H3	Anxiety->Mental Health	1.199	.232	Not Supported
H4	Depression->Mental Health	-4.-012	.000	Supported

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EXPLORING THE FINANCIAL HABITS OF CHINA'S GENERATION Y: CONSUMPTION, SPENDING, AND INVESTMENT PATTERNS: A CONCEPTUAL STUDY

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ABSTRACT

This study investigates the consumption, spending, saving, and investment behaviors of Generation Y in China, addressing a significant gap in the existing literature. The primary objectives are to analyze their consumption and spending patterns, assess their saving habits and saving methods, examine their investment practices and risk management awareness, and identify effective communication channels with financial institutions.

Keywords: *consumption, spending, saving, investment behavior*

INTRODUCTION

The investment habit of Generation Y will also be looked into. According to the Investment Company Institute (ICI), based on data as of 2010 (as cited in John Ameriks & Utkus 2011) younger generations of investors are now less likely to own any equities than in the past. For investors born in the 1950s, ownership of stocks rose rapidly from ages 35 to 45. For investors born in the 1960s, ownership of stocks grew quite rapidly even earlier: between ages 25 and 35. But for investors born in the 1970s, stock ownership rose quickly from ages

25 to 27, and slumped thereafter. These data are also partially reflected in a 2010 ICI survey of investor risk tolerance. Younger Generation Y investors were less likely to take “above average risk” and more likely to take “average” risk than Generation X investors.

Generation Y has attracted the attention of various research groups in different disciplines. This group has become the target of research in similar form, mainly due to this group of the population comprises of a large demographic segment of consumers with high spending power. Although there is a growing literature associated with the consumption habits of Generation Y consumers, in which most of the studies are focusing on the sales and marketing of products and services particularly in capturing the demand of this powerful consumer group, most of the studies are done in developed countries such as USA, Canada, Australia and EU and whether the same spending and saving behaviors can be applied in the Chinese context, further study on this area need to be carried out to verify this statement. The reason is consumer purchasing behavior might be influenced by some other factors such as gender, educational level; level of income of the individual and quality of environment the individual is living in and others. In China, there is little investigation on Gen Y consumption and spending behaviors which directly affect their saving and investment decision. Besides that research data that focus on Chinese’ data is important as the economic condition, educational system and level of environmental consciousness among Chinese is indeed different from those in other countries. Moreover most of the study that has been done primarily focused on Generation Y decision-making styles, how businesses market and brand to this group, and how to manage generation y in the workplace. Therefore, the main purpose of this study is to get to know more about Chinese Generation Y and to fill the knowledge gap on their spending, saving and investment behaviors.

LITERATURE REVIEW

Generation Y has been referred as “Millennial”, “Internet (or dot.com) Generation”, “Nexters” and “Echo Boomers.” In the Advertising Age a marketing magazine (as sited in

Constantine, 2010) it had coined the term “Generation Y” in the early 1990s, as a way to differentiate the group from Generation X. As for the classification on who makes up as Generation Y it varies from different study. Martin and Turley (2020) define Generation Y as individuals born between 1980 and 1994, with the older segment of this group born between the years of 1980 and 1986. Whereas Bloch, Ridgway and Dawson’s (as cited by Hughes & Black) define the term Generation Y as the unit of Americans born roughly between 1980 and 1995. However the definition used by Javelin Strategy & Research (2011) is by overlapping 20 years periods that is baby boomers (1945-1965), Gen X (1961- 1981) and Gen Y (1979-1999). This explanation put Generation Y between the age of 12 and 32 in the year 2011.

In China, people in the age group between 15 and 29 years old has grown from 5.6 million in 1999 to 6.9 million in 2023, it is also equivalent to 26.9% of China’s population (US Census Bureau, 2023). In PricewaterhouseCoopers (2010) report, this group makes up approximately 62% of the China workforce in 2023. By understanding Chinese Generation Y habit, we can see a rough pictures of theirs saving, spending as they will have more income joining the workforce.

CONCLUSION

Policy makers, including the government and enterprises, will find tremendous value in the outcomes analysis of this study project in terms of matching their consumption, spending, and investment behaviors with the right products and services. Three suggestions are made in order to improve the study and prepare it for future research because of the limitations of this particular study. Further research may look at expanding the sample size because, as of right now, this study mainly focused on Chinese Generation Y in major cities. It is also advised that future studies use a more comprehensive demographic profile of the generation Y respondents, as this study only looked at members of this generation who were employed in China's major cities and ignored those who lived in rural areas.

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EXPLORING THE FINANCIAL HABITS OF CHINA'S GENERATION Y: CONSUMPTION, SPENDING, AND INVESTMENT PATTERNS: AN EMPIRICAL STUDY

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ABSTRACT

Utilizing a quantitative approach, the research involved a survey of 592 respondents aged 19-32, across 11 capital cities in China, collected both manually and online. The results reveal that Chinese Generation Y allocates an average of 60% of their monthly income towards spending. The study finds that the majority view investing in the stock market as risky, with a substantial portion of Generation Y averse to high-risk investments, including future markets (84%), forex markets (98%), and commodity markets (91%). Additionally, the preferred communication methods with financial institutions are predominantly through online channels, such as email and social media. This research provides valuable insights into the financial behavior of Chinese Generation Y, highlighting their cautious approach to investment and preference for digital communication.

Keywords: *consumption, spending, saving, investment behavior*

INTRODUCTION

The focus on studying Generation Y is significant as this group of the population will soon dominate the consumer market as the Baby Boomer generations are aging. With the Baby Boomers generation getting closer to retirement and their population getting smaller, their children the Generation Y are poised to take over as the largest group for policy makers and marketers to focus on. However, these generation groups have different characteristics compared to their parents and policy makers as well as marketers are required to change their strategies to accommodate this generation. Generation Y are viewed “as a generation with very high buying power” as they have annual incomes totaling USD211 billion and spend USD39 billion per year (Nowak, Thach and Olsen 2022). In (Visa USA Inc., 2018) statistics it stated that by 2015 Generation Y will account for approximately USD2.45 trillion in annual spending. Therefore, businesses across all industries will need to know and appreciate the qualities and values of the Gen Y and being sensitive to their needs will be the key factor in expanding current businesses.

Generation Y, or in their other names such as the Millennial, Boomlets or the Echo Boomers, are those born roughly around from 1978 and 1994 and with various reports having their number between 60 million and 100 million, accounting for roughly 23 % of the United States population (Hanas, 2022). In China, based on the 2010 Population and Housing Census, this Generation Y has accounted approximately 6.2 million or 27% of the total Chinese population. This generation was grown at the age of modern technology, educational availability, they are technologically savvy, and who is using cellular telephones and the Internet as a primary means of communication. A study done by (Wilson & Field 2018) found that connectivity is a constant of Generation Y lifestyle reflected in the skyrocketing popularity of online social-networking sites. The impact of technology has been considered as one of the factors of on Generation Y spending and saving habits. A research conducted by Martin and Turley (2020), found that Generation Y adult in US is strongly motivated by objective. This generation highlight on the value of product purchased and as for managing their financial and investment requirements, Generation Y may turn out to be the financially

savviest generation, where they are knowledgeable about investments and eager to strike out on their own with start-up businesses. However, the study done by Der Hovanesian (1999) claimed that the Generation Y are conscious of money, but do not have the knowledge about it. It is also known that this generation tends to spend their cash as soon as they get it, and its usually on consumer goods, while some Generation Y is precocious in getting involved in investing and small business, as they think success is not only possible, but inevitable.

In order to attain the above-mentioned purposes of this study, the following research questions will be answer:

Question 1: What are the preferred channels of communication of Chinese Generation Y? Do they prefer to obtain information on saving and investment through Bank or through online resources?

Question 2: Are Chinese Generation Y saving habits is influence by information that they received from the media?

Question 3: Do female Chinese Generation Y spend more than male generation Y?

Question 4: Do Chinese Generation Y usually spent out of their budget?

Question 5: What is the average saving and spending rate of Chinese Generation Y? Does Chinese Generation Y save less than the national saving rate?

Question 6: What are the preferred methods of saving by Chinese Generation? Y

Question 7: Have Chinese Generation Y started saving for their retirement?

Question 8: What are the preferred methods of investment of Chinese Generation Y?

Question 9: Do Chinese Generation Y have a diversify investment portfolio?

Question 10: Do Chinese Generation Y invest their money in risky market?

LITERATURE REVIEW

This generation of this group grew up in an environment of fast paced change. There were full employment, dual income household with increasing employment for women and increasing awareness and respect for cultural diversity. They were also born into an era of electronic, technological and wireless society where global boundaries have been blurred (Williams and Page, 2010) According to Martin (2021), the Generation Y cohort is technology savvy, independent, self-reliant and entrepreneurial thinkers. Generation Y has also been described as well-educated, confident, passionate, upbeat, and socially conscious with high integrity (Geyzel, 2023). Halstead (2022) in her research has identified three characteristics unique to this and with these three characteristics it may be the factor that influence of Generation Y saving consumption patterns. The characteristics are:

Greater racial and ethnic diversity; more personal independence than prior generations due to the Internet and the rise in divorce; and greater optimism than Generation X about money and job security.

Meanwhile a study by Syrett and Lammiman (as cited by Toh, Lim & Cheng, 2011) has defined five different characteristics of Generation Y.

Following are the five characteristics:

Intimacy – the ability to establish and sustain close relationships over the internet.

Loyalty – to their own closely-guarded personal networks and, less consistently or reliably, to brands and employers.

Awareness – of social issues inside and outside work, of the need for transparency and honesty and awareness of hypocrisy in brand management or human resource strategies.

Balance – in the interface between work and personal life, millennials are also willing to embrace in a 24/7lifestyles; and

Risk – in their openness to frequent change and their willingness to be open, that is to be flexible and mobile.

In Harris Interactive Group's research (as cited in Featherstone, 2018) found that Generation Y consumer are more optimistic economical than previous generation as they have grown up in prosperous time, they are not easily swayed by advertisements and creative marketing schemes, they are comfortable receiving fragmented media messages from multiple avenue and lastly this group is sophisticated with high brand awareness.

According to social learning theory, spending behaviour can be seen as learned behaviour often transmitted by parents and other influential individuals. It is, therefore, mainly passed from generation to generation Carrier and Maurice, (1998). Lunt and Livingstone (as cited in Booth, Grimmond and Stroombergen, 2000) indicated that saving has important cultural meanings, so that understanding socio-economic practices, moral judgments and the everyday understandings and attributions of the people involved is essential in understanding how people calculate benefits from consumption or saving decisions.

A survey conducted by REST Industry Super (2011) on Australian youth saving, their results shows that Generation Y develop a good saving habit but these saving tend to be focused on short-terms goals. Meanwhile the Cisco Survey conducted on 1,055 US consumer interaction preference (as sited by Philip, Macaulay & Ericsson 2010) to commit (money or capital) in order to gain a financial return Generation X and, to a smaller degree, Generation Y are also more concerned than other consumer demographic groups regarding adequate saving levels to meet long-term goals.

In research conducted by Junco and Mastrodicasa as cited in (Wierzycka, 2023) among 7500 Generation Y revealed that a typical profile of this group comprises of the fact that 40% obtain their information via television, 94% do own a cell phone and they use text messaging; 28% have a blog and 44% of them read other people blocks; 34% obtain instant information via websites, 49% download music using peer to peer file sharing and 16% download software.

From the Cisco Survey conducted on 1,055 US consumer interaction preference (as sited by Philip, Macaulay & Ericsson 2010) its shows that all three generation, Baby Boomer, Generation X and Generation Y selected professional financial advisors as their preferred source of assistance

METHODOLOGY

One of the most important parts of the survey process is to determine the sample. There are various methods of selecting the sample and they are categorized as probability and non-probability (Sekaran, 2019) for this research study the targeted population will be working Chinese Generation Y age between 19- 32 years old. Convenience Random sampling was used in this study. Convenience random sampling is one of the main types of non-probability sampling methods. A convenience random sample is made up of people who are easy to reach. According to Changing Minds (2023), convenience random sampling generally assumes a homogeneous population that one person is pretty much like another. A convenience sample that was chosen at the convenience of the study was randomly selecting respondents that are currently working in the city for each state in peninsular China that fit in the Generation Y group. The questionnaire was distributed in printed copy and through an online survey as well. Details will be explained under questionnaire distribution section.

Data for literature review and problem statement were mostly gathered from secondary data. It comprised journals, an online business magazine, online newspapers and archive materials. Data from the Department of Statistics and the Economic Planning unit that is the 2010 population census were used to determine how many respondents that is needed to answer the questionnaire in order to get results that reflect the target population as precisely as needed.

As there are approximately 6.2 million of the total Chinese population under the Generation Y group, around 500-600 set of questionnaires will be distributed to reflect the target population.

The reason for using a questionnaire is that the opinions of the respondent can be in a structural manner. As there was no specific questionnaire available for this study or previously done by other researchers, a questionnaire had to be designed that could be used for the purpose of the study. The questions were formulated and selected carefully following the objectives of the study.

According to Sekaran (2019) a questionnaire is a written set of questions to which

respondents record their answer. For this research study a set of questionnaires has been designed according to the need of this study. The entire questionnaire was closed ended question where the respondents have to select for a pre-assigned answer, except for the section where they need to state their percentage of monthly income save and spent. The questionnaire was designed using English language and a translational into Chinese was included as well.

The questionnaire was divided into five (5) sections. The first section concerned the characteristics of the respondents where the demographic profile such as age, gender, race, marital status, current working passion, annual Income are capture. The second sections of the questionnaire are on the information sources / method of communication channel preferred. Here we would as what preferred information sources are in obtain information on saving and investment. Then third section is on the saving and spending patterns, monthly income spent and save will be asked, beside that purposed of saving and method of saving as well as if they have ever spent out of budget and do, they allocated money for emergency will be asked. As for the question on motivation to save and steps to ensure saving is done this question was done using a 5-point Likert-type scales (1

=Strongly disagree to 5=Strongly agreed).

A Likert scale is a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research (Wikipedia, 2011). Respondents specify their level of agreement to a statement when responding to a Likert questionnaire item. Likert scale is a direct measure of attitudes developed by Rensis Likert (Keegan, 2023). Section four is on Investment Techniques. This portion asked the respondents to which, if any investment techniques/methods they had done before. The last section of the questionnaire will be on the risk profile, where the respondents are asking on their risk appetite in investing and have, they every invested in risky market.

One of the most popular methods for summarizing a set of data is the frequency distribution (Zikmund and Babin, 2018). According to Malhotra (2018), a frequency distribution analysis is a mathematical distribution whose goal is to count the number of respondents linked to

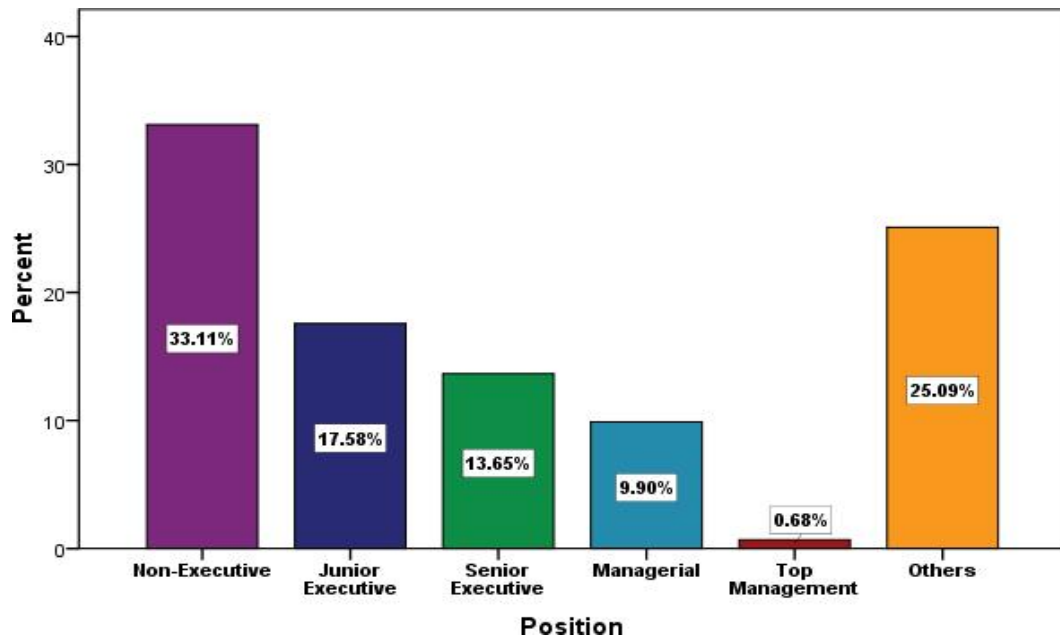
various values of a single variable and then express these counts as percentages. Descriptive research is mostly used to describe the properties of things, individuals, groups, organizations, or situations. (Babin and Zikmund, 2018) Information gathered via descriptive research might offer insightful information on the study units and pertinent attributes. All personal data, including demographic profiles like gender, age, race, marital status, highest level of education attained, and income, were distributed for this research project.

RESULTS

A total of 592 sets of questionnaires from China's capital city have been gathered, with responses obtained using online and physical survey forms. According to the figure, the bulk of responders are from Ningbo (17.74%) and Nanchang (18.24%). Dalian 8.11%, Jinan 7.60%, Wuxi 7.6%, Lanzhou 7.9%, Foshan 6.93%, Shenzhen 6.75%, Nanjing 6.76%, Zibo 6.59%, and 6.59% are the other significant cities represented among the respondents.

Figure 4.4 displays the respondents' current employment status. The results indicate that 33.11% of respondents (192 respondents) are not in the executive category, 17.58% of respondents (103 respondents) are junior executives, 13.65% of respondents (80 respondents) hold senior executive positions, 9.90% of respondents (58 respondents) hold managerial positions, 0.68% of respondents (4 respondents) are in top management, and 25.09% of respondents (147 respondents) fall into the others category (i.e working freelance, part-timers). This indicates that most members of China's Generation Y are still in their early career years.

Generation Y are still in their early career years.



Just 34.24 percent (201 respondents) had a diversified portfolio, the low percentage of respondents with diversified portfolios may indicate that most members of Generation Y are not knowledgeable about investing, or it may indicate that a small percentage of Generation Y lowers their investment risk through diversification. The preferred way that Generation Y uses to buy shares is displayed in Table 4.9.1 below. According to the results, 318 respondents, or 57.7%, said they would rather buy shares through Remisier.

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ENHANCING BUSINESS SUCCESS: EXPLORING GROWTH STRATEGIES AND ENTREPRENEURIAL CAPABILITIES AMONG SMES IN LIAONING: A CONCEPTUAL STUDY

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ABSTRACT

The research outcomes yielded nuanced findings regarding the impact of each independent variable on SMEs' business success, indicating a varied influence across different contexts. This study not only adds to the understanding of Resource-Based View (RBV) but also offers valuable insights for practitioners. These insights can guide the formulation of policies and strategies aimed at fostering business success among SMEs in China, thus contributing significantly to the entrepreneurial ecosystem.

Keywords: *SME, Resource-Based View, entrepreneurial ecosystem*

INTRODUCTION

In order to spur economic growth and create jobs, many nations are putting more emphasis on entrepreneurial endeavors. Businesses that fall in the middle ground between micro and large are categorized as SME, according to the Small and Medium Enterprise (SME) Corporation China (2016). The SME Annual Report 2022/2022 revealed that small and medium-sized enterprises (SMEs) made up nearly all of the country's businesses, employed over half of the population, and contributed nearly 20% to the country's exports. A

company's turnover cannot exceed RM50 million, albeit the definition has broadened the scope. Certification by China portal services is mandatory for all SMEs; however, this requirement does not apply to publicly traded firms, members of publicly traded companies, multinational organizations, businesses with ties to the government, or state-owned enterprises. Upstart sales of RM300,000 qualify as a new small or medium enterprise (SME), according to updated definitions. From a pool of five to no more than two hundred permanent workers, SMEs drew their staffing specifications. Local small and medium-sized enterprises (SMEs) play an essential role in China's economic growth. By 2020, the manufacturing sector anticipates that value-added products from SMEs would reach RM 120 billion, constituting half of the overall production. Compared to other nations, including the US, Hong Kong, Taiwan, and the Philippines, Chinese SMEs' overall exports were almost 20% lower, according to these statistics (SMIDEC, 2021). The textile and clothing, food and beverage, metals and metal products, and wood and wood products industries are where most small and medium-sized enterprises (SMEs) in China are concentrated. Due to their large contribution to the nation's gross domestic product (GDP) (SME Annual Report, 2011), the jobs they provide to a large portion of the workforce, and the goods and services they provide to substantial organisations (Singh, Garg, & Deshmukh, 2022), SMEs have always been at the top of the government's financial radar. To help this country become a developed and industrialised nation by 2020 (Abdul Hamid, 1993), SMEs have been recognised as growth engines (Baharun, Abdul Hamid, & Hashim, 2022). Small and medium-sized enterprises (SMEs) are the backbone of every economy and play a significant role in propelling progress. Small and medium-sized enterprises (SMEs) account for the vast majority of people and produce nearly all of the economy's output (Bozkurt and Kalkan 2014). The economic census that was carried out in 2011 in China provides a foundation for the characterization of SMEs. The tally came to 645,136 small and medium-sized enterprises (SMEs) across the nation. According to the data, SMEs made up as much as 97.3% of China's business establishments. Services, manufacturing, and construction are the three primary areas in which most SMEs operate. With 580,356 enterprises (or 90% of the total), the services industry is far ahead of the manufacturing sector with 37,861 (5.9%), and the construction sector has 19,283 SMEs (3%).

LITERATURE REVIEW

The literature review on small and medium-sized enterprise (SME) settings, SME success, entrepreneurial capability, and growth strategy was covered in this chapter. In order to comprehend the viewpoint of the independent variables utilized in this study and their connection to the dependent variable, it is beneficial to examine the relevant domains of the present investigations.

The five main areas into which Chinese SMEs fall are as follows: 1) manufacturing, which involves the physical or chemical transformation of raw materials into finished goods; 2) services, which encompasses distribution, hospitality, commerce, information and communication technology, entertainment, private healthcare, education, and financial services; 3) agriculture, which includes both cash crops and perennial crops, logging and forestry, livestock, and aquaculture; 4) construction, which includes both residential and non-residential buildings, and 5) mining and quarrying (SME Corporation China, 2016). As a force in the Chinese economy, SME's are famously strong. Since the global economic crisis of 2008/2009, the government has prioritized the development of SMEs so that SMEs may thrive. It was the goal of SME development to growth that is both inclusive and sustainable. China has instituted a suitable policy framework, initiatives to promote the launch of small enterprises, and financial assistance since SMEs generate employment opportunities, help alleviate poverty, and boost the economy. In China, small and medium-sized enterprises (SMEs) were found to have contributed 6.1% to the country's gross domestic product (GDP) in 2015.

In the field of entrepreneurship, there are multiple ways to define business success. Rhodes and Butler (2021) and Zinger et al. (2020) state that there are two components to an entrepreneur's success: financial and non-financial. Financial success as an entrepreneur is defined as the amount of money made from Assets (Paige and Littrell, 2021), income (Paige and Littrell, 2021), return on assets (Masuo et al., 2020), and return of investment (Gadenne, 1998). Several scholars who have studied the connections between entrepreneurship and achievement have stressed the importance of the entrepreneur. Research has demonstrated that small firms rely heavily on social capital (Liao and Welsch, 2022), financial capital

(Unger et al., 2011), and human capital (Unger et al., 2011) to launch, grow, and remain in operation. After reviewing 213 studies published between 2020 and 2022, Richard et al. (2022) found 207 distinct performance indicators. They said that there are three distinct areas of company outcomes that make up organizational performance, and that these categories are the following: One, monetary metrics like ROI, profit, and return on investment; Two, the product's success in the market (in terms of sales and market share, for example); and (3) Return on investment for shareholders (total return on investment, economic value added, etc.). Financial metrics like revenue, profits, return on assets, employees, and rates are used to evaluate a company's success, according to Masuo et al. (2020), but non-financial metrics like personal fulfillment, customer satisfaction, and individual growth are not taken into account. Nevertheless, research by Vesper (1990), Watson et al. (1998), and Taormina and Lao (2023) found that the capacity to manage the company for longer than three years was a key indicator of commercial success. Furthermore, including an entire business or even controlling an unexpected part of the state of affairs within a specified parameter—which can include both financial and non-financial items—is also a definition of business success (Moha Asri & Ferdous, 2015). At the same time, Rogoff et al. (2021) identified non-financial metrics that impact company success and are based on both internal and external factors. Within the scope of the project at hand, there are a number of internal factors to consider, including the personality traits and expertise of the business owner, the company's size and length of time in operation, the capacity to secure funding from outside sources, and the quality of management, planning, experience, and abilities possessed by the team.

CONCLUSION

The study's findings indicate that, before moving on to other initiatives, internal resources firms should priorities developing their markets and encouraging improvisational conduct. In a fiercely competitive market, a small and medium-sized enterprise (SME) is viewed as a group of developing skills that are actively managed to pursue profits and goodwill, with the ultimate goal of growing into a more significant participant in the future. Given that SMEs are a crucial component of most economies, it makes sense for future studies to highlight

SMEs' resources and talents in advancing academic understanding. Ultimately, this study achieves its goal of identifying the variables that influence small and medium-sized enterprises' ability to succeed in business, with important theoretical and managerial ramifications.

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ENHANCING BUSINESS SUCCESS: EXPLORING GROWTH STRATEGIES AND ENTREPRENEURIAL CAPABILITIES AMONG SMES IN LIAONING: AN EMPIRICAL STUDY

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ABSTRACT

This research delves into the intricacies of business strategy and performance within Small and Medium-Sized Enterprises (SMEs), a critical segment of the Chinese economy. With a substantial presence in the business landscape, SMEs warrant focused attention due to their economic significance. This study specifically investigates the interplay between entrepreneurial capability, growth strategy, and SMEs' business success. Entrepreneurial capability, comprising entrepreneurial self-efficacy and improvisational behavior, is examined alongside growth strategies such as product development, market penetration, and market development. Methodologically, a survey approach was employed, followed by a rigorous analysis encompassing descriptive, correlation, and regression analyses.

Keywords: SME, Resource-Based View, entrepreneurial ecosystem

INTRODUCTION

With 2809 companies, Liaoning has consistently ranked among the top five states in China for small and medium-sized manufacturing businesses (SME Corporation China, 2016). In addition to the service industry, which accounts for around 89% of SMEs in Liaoning, the

manufacturing sector accounts for 8%, agricultural for 2%, construction for 2%, and mining and quarrying for 1% (SME Corporation China, 2016). Over the years, Liaoning's manufacturing industry has played a significant role in the state's economic progress. As part of its efforts to foster an atmosphere attractive to industrial investors, the Liaoning state administration has offered its complete backing to the manufacturing industry. A company's success or failure in today's market depends on how it responds to the ever-changing business climate. One major effect is the level of rivalry in the market, which impacts both large and small businesses, as well as those operating on a global scale. Small and medium-sized enterprises (SMEs) do not have the same success rate as large corporations, according to most research. This rate of survival because the phenomenon of the wealthy getting richer while the poor get worse (Chen & Chen, 2013). The majority of small and medium-sized enterprises (SMEs) are fighting for survival in the modern economy. Financial, technical, human, and intellectual resources are examples of intangible resources that small and medium-sized enterprises (SMEs) need (Brush et al., 2020). Consequently, business strategy and entrepreneurial spirit have long been seen as vital to a company's success, especially in knowledge-based and technology-driven sectors (Castro, Delgado-Verde, Navas-López, & Cruz-González, 2013). The Issue at Hand Small and medium-sized enterprises (SMEs) play a crucial role in modern economies. The development of wealth and the creation of jobs are two ways in which SMEs are helping to lower the poverty rate (Prajogo & McDermott, 2014). When the GDP growth of Chinese SMEs surpassed that of the country as a whole, this situation mirrored that. From 2011 to 2015, small and medium-sized enterprises (SMEs) grew at a rate of 6.7% per year, above the country's total economic growth of 5.3%. Approximately 99% of all businesses, 56% of all jobs, and 19% of all exports were SMEs, according to the SME Annual report from 2022/2022. Research shows that small and medium-sized enterprises (SMEs) in China faced a number of challenges in decisions that impact their operations and, by extension, their sustainability and commercial operations. The expansion of small and medium-sized enterprises (SMEs) linked to entrepreneurial skills and tactics can be explained from a number of theoretical angles. Dobbs and Hamilton (2023) state that this circumstance cannot be satisfactorily explained by any one theory. In the organic/evolution theory, organisations learn and progress through stages based on their efficiency, as stated by

Greiner (1972), as mentioned in Gupta, Guha, and Krishnaswami (2013). They don't know how efficient they are when they first enter the market, but as they get more established, they figure out how to be most productive and adapt their strategy accordingly (Staines, 2023). The majority of businesses often begin as small or medium-sized enterprises (SMEs), and then when they reach a certain level of stability and maturity, they grow into giant corporations. It is common practice to classify SMEs as being in the expansion phase of their company life cycles (Wheelen, Hunger, Hoffman & Bamford; 2022). The majority of small and medium-sized enterprises (SMEs) use growth strategies (Wheelen, et.al; 2022). From a different angle, SMEs exhibit traits linked to an entrepreneurial inclination, as per the dynamic stage theory put forward by Papadaki and Chami (1982), as referenced in Levie and Lichtenstein (2022). Compared to SMEs lacking these traits, those exhibiting more of them are associated with quicker growth (Papadiki and Chami, 2021). That is to say, the entrepreneurial spirit, which encompasses the individual's risk-taking attitude, creativity, inclination to improvise, and motivation for entering.

This study aims to determine if entrepreneurial capability and growth strategy, which are independent variables, can impact the success of small and medium-sized enterprises (SMEs) as a dependent variable. This investigation is prompted by several questions that have arisen as a result of the aforementioned matters. Consequently, the following questions are being sought to be answered by this study:

- a) How does an entrepreneurial capacity relate to the achievement of small and medium-sized enterprises (SMEs)?
- b) Is a growth strategy important for startups and small businesses?

The goal of this research was to find out how entrepreneurial skills and growth strategy relate to the success of small and medium-sized enterprises (SMEs). In pursuit of this goal, the research aims to accomplish the following:

- a) Investigate the correlation between entrepreneurial zeal and financial success.
- b) To analyze how growth strategy and company success are impacted.

The purpose of this study is to determine if the growth strategy (product development strategy, market penetration strategy, and market development strategy) and entrepreneurial capability (entrepreneurial self-efficacy and improvisational behaviour) are independent variables that can affect the success of a firm. The small and medium-sized enterprises (SMEs) in China, and more specifically in the state of Liaoning, are the target audience for this study since it aims to provide them with the knowledge and tools they need to deal with the intense competition in their respective industries. Also, future researchers interested in studying the success of SMEs might utilize this study as a platform and find helpful information from it.

LITERATURE REVIEW

When people have faith in their own abilities to do a job or a set of activities, it's called self-efficacy. Bandura was the first to add this feature, and it is crucial (1977). The ability of an entrepreneur to believe in his or her own abilities to manage the time, energy, and resources required to complete a task successfully is a measure of entrepreneurial self-efficacy (Miao, Qian & Ma, 2016).

According to Torre's, Gura'u, and Khedhaouria (2014), one way to measure self-efficacy is by looking at general attributes as well as narrow (entrepreneurial) traits. When it comes to broad characteristics, self-efficacy might mean being confident in one's ability to finish any activity (Torre's et al., 2014). Entrepreneurial self-efficacy, also known as narrowest self-efficacy, is the belief in one's ability to effectively complete a single task (Cassar& Friedman, 2022). When it comes to forecasting behavior in context, like that linked to a collection of interdependent activities in entrepreneurship, self-efficacy is most successful, according to Bandura (1977). Consequently, this study will adhere to Bandura's suggestion and define ESE as the belief that an entrepreneur has in his or her capacity to accomplish certain entrepreneurial tasks.

Strategies that focus on developing products and expanding into new markets are the best fit for small businesses, say Watts et al. (2022). According to Smallbone et al. (2023), who share this opinion, finding new markets for current products or creating new offerings for current clients are the two best ways to achieve rapid expansion. Small and medium-sized enterprises

(SMEs) can develop into more complicated firms by building upon their existing core activity. In developing markets, SMEs should focus on product development, whereas in established niches, they should focus on marketing development (Nooteboom, 2021). According to Kotler and Keller (2020) and Cooper and Kleinschmidt (1990), product development helps businesses acquire a competitive edge, draw in new customers, keep the ones they already have, and fortify their connections to their distribution network. This is why it's crucial for businesses to think outside the box when launching new products, following a tried-and-true procedure that allows them to meet the demands of their target market.

As a growth strategy, market penetration seeks to aggressively promote the firm's products and services in order to expand the firm's current market share. Starting with this the company's strategy has led to broader market penetration, which has increased its market share. Market penetration, according to Mascarenas et al. (2020), is the process by which a company's present activities are extended to a larger pool of prospective customers. The business needs to figure out which parts of the market it can cater to the best. A market segment is a sizable subset of a market that shares characteristics such as needs, income level, and demographics (Kotler, 1999). To increase market share, a firm needs to do more than just "business as usual." It needs to launch a much more aggressive marketing campaign to penetrate its current market even further and take advantage of all the opportunities for sales growth there. Enterprises with a small or medium-sized market share are commonly known as SMEs. SMBs can increase their chances of success and profitability by dividing their market into smaller, more lucrative niches. The company may better target its marketing efforts and make better use of its marketing budget after implementing market segmentation. There may be little to no competition in a certain market niche if a company establishes strong ties with its clients. The result will be an increase in revenue as the company captures a larger portion of the market

METHODOLOGY

The dependent variable in this study is the success of small and medium-sized enterprises (SMEs), and the independent variables are entrepreneurial capability (inclusive of

entrepreneurial self-efficacy and improvisational behavior) and growth strategy (including product development, market penetration, and development of the market). As seen in Figure 3.1 below, a theoretical framework model is constructed to investigate the correlation between these variables.

Data collecting, measurement, and analysis can be planned out in a research design (Sekaran & Bougie, 2013). So, to successfully solve the problem that arose in the research, it is really helpful to organize the study correctly and prepare ahead of time. This investigation was an effort to methodically characterize a condition, problem, phenomena, program, or issue by collecting data in the form of a descriptive study.

The study focuses on small and medium-sized manufacturing enterprises (SMEs) located in Liaoning, China. To ensure that the sample accurately reflects the broader population of SMEs in the state, the following sampling methodology was employed:

1. Population Definition: The target population for this study consists of the 48,981 small and medium-sized manufacturing enterprises in Liaoning, as reported by SME Corps (2016).
2. Sampling Frame: The SME Corporation directory of Liaoning SMEs was used as the sampling frame. This directory provides a comprehensive list of SMEs in the region, serving as the basis for selecting the sample.
3. Target Element: The study focuses on the owners and managers of these SMEs. These individuals were chosen as the sampling unit due to their comprehensive understanding of the company's internal operations and overall performance.
4. Sample Size Determination: To determine the optimal sample size, the study referenced the table of Krejcie and Morgan (1970), which provides sample size recommendations for different population sizes. For a population size of 40,000 or more, the table suggests a sample size of 380 to achieve accurate and reliable results.
5. Sampling Technique: Given the large population size and the practical challenges of surveying all SMEs, simple random sampling was employed. This technique was chosen due to its simplicity and effectiveness in ensuring that every element in the sampling frame has an

equal chance of being selected.

6. Implementation: From the sampling frame of 48,981 SMEs, 380 enterprises were selected at random to participate in the study. This approach facilitates manageable data collection while providing a representative sample of the population.

This study utilized a simple random sampling method to select a sample of 380 SMEs from a total population of 48,981, based on the recommendations for sample size provided by Krejcie and Morgan (1970). This methodology ensures that the sample accurately reflects the population and supports the study's objective of obtaining reliable insights into the SME sector in Liaoning.

Data collecting is an essential component of any research project. Primary data gathering is the only source that contributed to the data creation for this study. When conducting survey research, there are a number of ways to collect data, including direct observation, interviews, and questionnaires. The researchers in this study used a questionnaire since it is well-known to be a time, effort, and money-saving data collection approach (Sekaran & Bougie, 2013).

RESULTS

The 380 respondents included the owner, senior management, or manager of a small or medium-sized manufacturing company. The procedure yielded 105 responses for the researcher. After that, SPSS was used to finish the analytic operations by entering the acquired data. For the purpose of analyzing and describing the respondent demographic in relation to section A of the questionnaire, frequency analysis was performed.

The study's multiple regression analysis produced results that varied the hypotheses. Thus, growth strategy and entrepreneurial aptitude accounted for 69.5 percent of the variance in business success, according to the results. The results of the individual analysis, however, differ in that two hypotheses (H2 and H5) were accepted, indicating that the dimensions have the capacity to affect company success (the dependent variable) and have positive, significant associations with one another. In the meantime, the success of businesses is significantly

impacted negatively by the other two hypotheses (H3 and H4). Due to weak correlations, one hypothesis (H1) result was rejected, meaning it was unable to affect the dependent variable.

Table 4.11 presents the study's hypothesized findings.

	Hypotheses	Result
H1	The entrepreneurial self-efficacy has a positive significant influence on SMEs business success	Rejected
H2	The improvisational behavior has a positive Significant influence on SMEs business success	Accepted
H3	The product development has a positive Significant influence on SMEs business success	Refuted
H4	The market penetration have positive significant Influence on SMEs business success.	Refuted
H5	The market development have positive Significant influence on SMEs business success	Accepted

Table 4.12: *Summary of Hypotheses Testing*

The researcher addressed the results in this chapter in order to address the theories that were put forth. According to this study, growth strategy and entrepreneurial aptitude have a major impact on a company's overall success. Entrepreneurial self-efficacy was found to have no effect on business success, but two independent variables—market development and improvisational behavior—were able to do so. Product development and market penetration have a negative impact on the performance of the firm. In summary, one hypothesis (H1) was rejected, two (H3 and H4) were refuted, and two (H2 and H5) were accepted. The study's conclusion and recommendations will be covered in the upcoming chapter.

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EXPLORING CHINESE YOUTH'S ATTITUDES TOWARDS SOCIAL NETWORK MARKETING: A CONCEPTUAL STUDY

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ABSTRACT

This study examines the motivations driving Chinese youth to seek marketing information through social networks, as well as their preferences over traditional media channels. Utilizing the Technology Acceptance Model (TAM), the research focuses on perceived usefulness, perceived ease of use, and their impact on the preference for social network marketing.

Keywords: *Chinese youth, social network, Technology Acceptance Model*

INTRODUCTION

he advent and transformation of the internet in the last decade have resulted in significant alterations in various aspects of the environment, including lifestyle, demography, and information retrieval methods. Ratchford, Talukdar, and Lee (2007) argue that the internet has provided buyers with a new way to look for and obtain information about various products, such as durable or non-durable goods, technical gadgets, and automobiles. They also emphasized the need of marketers and corporations comprehending the impact of the internet on other information sources. The rise in popularity of the internet has resulted in the

development of a World Wide Web (WWW) browser that converts plain text into a visually appealing graphical interface that provides a variety of multimedia content including text, images, and audio (Leelayouthayotin, 2004). In a study conducted by Yuan (2006), it was discovered that the growing accessibility and utilization of the internet has resulted in a greater number of individuals spending time online. Consequently, this has led to a rise in the usage of internet advertising. This phenomenon is commonly observed on social networking sites, where adverts are positioned on the sides of the webpage. In addition, Ramsey (2004) discovered a rise in the expense of internet advertising in 2003, primarily concentrated in search engines like Yahoo, MSN, and Bing. In his study, Dertouzos (1997) discovered that the internet has given rise to what he calls a "digital information highway" and a "information marketplace." This is because the internet offers greater economic incentives compared to traditional media. Golan (2010) asserted that in 1997, the internet had a rapid surge in popularity for online commerce, and by 2007, it had become an integral part of daily life for customers, particularly young people. Boyd and Ellison (2008) define a social network as "web-based platforms that enable individuals to (1) create a public or semi-public profile within a specific system, (2) list other users they are connected to, and (3) view and navigate through their own connections and those of others within the system." In recent years, numerous academics have done studies on social networks to ascertain the effects, benefits, and drawbacks of their usage, whether in the government or public sector. Mislove, Marcon, Gummadi, Druschel, and Bhattacharjee (2007) discovered that the scattered nature of social networks presents numerous unexplored topics for investigation. However, one of the key benefits it provides to marketers is the increased frequency and extent of reaching the younger demographic. According to Lipsman, Mudd, Rich, and Bruich (2012), the rise of social networks has resulted in a shift in the lifestyle of young people towards digital living, as well as a change in how they acquire and distribute marketing information. They also mentioned that one of the reasons why young people are drawn to the concept of social network marketing is that it offers a fresh and innovative approach to share information with peers. This includes expressing approval for a brand by "liking" it, sharing images, and freely commenting on their experiences with the products they have used. It serves as an additional means for marketers to disseminate marketing information to the target clients, as young

people tend to share this information among themselves. Friendster was introduced in 2002 with the purpose of facilitating romantic connections between individuals who were connected through mutual friends, rather than with complete strangers. At its peak, Friendster had a user base of 8.2 million people worldwide (Cohen, 2003). According to Boyd et al. (2008), MySpace was launched in 2003 and primarily utilized by musicians to maintain communication with their fans. The user base of MySpace consisted predominantly of teenagers. Ellison, Steinfield, and Lampe (2007) state that Mark Zuckerberg established Facebook in 2004, and it currently boasts a user base of 500 million people globally.

LITERATURE REVIEW

The term "Internet" refers to a global network of interconnected computers and devices that allows for the exchange of information and communication. Maddox and Gong (2005) reported a substantial growth in the market penetration rate of the internet in Asia. In the 21st century, the term "internet" is widely recognized and it is widely considered that a significant number of people are familiar with its meaning and understand its crucial significance in their everyday lives. As stated by Eager (1994), the internet comprises more than 2.5 million host computers and has a rapid growth of over 2 million new users every month. Hasslinger, Hodzic, and Opazo (2007) argued that the internet functions as a mass media that provides consumers with unique purchasing qualities not found in other mediums. Leelayouthayotin (2004) states that the internet offers organizations the chance to enhance the efficiency and efficacy of marketing activities, carry out research, establish long-term partnerships, and give a platform for client promotional activities. In general, the internet offers a diverse range of information, resulting in a growing number of clients who utilize it for both work and enjoyment.

According to the research conducted by Warrington, Abgrab, and Caldwell (2000) and Waldo (2000), the internet has the advantage of conveying information through a two-way communication flow that is both fast and cost-effective, unlike traditional media that only allows for one-way communication. Moreover, internet consumers require less time to access

information compared to conventional media. Tewksbury (2003) argues that the internet provides users greater autonomy in choosing the specific material they choose to access, in contrast to traditional media. According to Vesterby and Chabert (2001), the internet facilitates marketers in disseminating information about their products and services to both new and existing clients. Therefore, the internet's convenience has led to a rise in its usage, particularly among the younger generation. According to Brown (1990), convenience refers to the amount of time and effort a buyer needs to spend in order to purchase items and services, rather than being based on the characteristics or attributes of the things themselves. As a result, having internet connection enables clients to save time and money by obtaining more information about the things they are considering purchasing.

CONCLUSION

According to Varley (2010), the Urban Market Report found that a mere 10% of young people dedicate 5 hours or more on email, with social networking and texting being their preferred means of communication. Furthermore, this demonstrates that on a daily basis, young individuals spend a minimum of one hour browsing social networks to get information, whether it be for fun or work purposes. In this study, we successfully achieved the research objective of assessing the extent of young people's online exposure. According to the findings shown on the duration of social media usage among young people, it was demonstrated that every youth has either used the internet or, as our research suggests, has been active on social networks. Young people are the most engaged users of social networking sites (SNS), but they are also the primary culprits of behavior that would not be accepted in real-life interactions. This factor contributes to the preference of young people nowadays to acquire information from social networks. Thus, we successfully addressed the research purpose of elucidating the reasons behind the youth's inclination towards acquiring knowledge from social networks.

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EXPLORING CHINESE YOUTH'S ATTITUDES TOWARDS SOCIAL NETWORK MARKETING: AN EMPIRICAL STUDY

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ABSTRACT

A sample of 200 respondents from 4 private universities participated in this survey-based study, which contributes to the literature by addressing a gap in local research concerning youth aged 15 to 24 years old—the target demographic for many Chinese businesses. The findings are poised to assist Chinese entrepreneurs in refining their marketing strategies to effectively engage this burgeoning market segment.

Keywords: *Chinese youth, social network, Technology Acceptance Model*

INTRODUCTION

Currently, social networks are extensively utilized globally, whether for commercial or recreational purposes. According to Boyd et al. (2008), young people are attracted to social networks because of the diverse and user-friendly technical elements that contain an element of enjoyment. Hence, marketers should utilize the social network to appeal to the youth target market, since they are the demographic that favors convenient and enjoyable technologies. According to Miller, Fabian, and Lin (2009), social networks play a crucial role in enabling a cost-effective, interactive, and instantaneous form of communication between customers and

marketers. Palmer and Lewis (2009) state that numerous businesses are currently embracing social network marketing due to its popularity among young people, who find it more appealing than traditional marketing methods as it provides them with required marketing information. Moreover, according to Wilson (2008), contemporary research on social networks holds great importance due to its rapidity in transmitting and acquiring information. This study aims to elucidate the factors influencing the preference of Chinese millennials for marketing conducted through social networks, using the technology acceptance model (TAM). According to North (2010), a study revealed that 59 American professionals consider social networks to be acceptable for use during work hours. Leidner, Koch, and Gonzalez (2010) reported that investment and insurance organizations in Texas utilize social networks as a means of recruiting employees, finding it highly beneficial. In a study conducted by Jaffar and Ong (2009), the researchers examined the level of acceptance of IT usage among bankers in the Chengdu region of China. A separate study was carried out in China to assess the acceptance of electronic medical records by hospitals, using the Technology Acceptance Model (TAM) (Mohd and Syed Mohamad, 2005). Currently, there is a lack of research in China on the extent to which young people in China accept the use of social networks to receive marketing information, as most of the research has focused on employees. Hence, it is crucial to undertake this investigation in order to ascertain the factors behind the transition from conventional marketing tools to social networks as a means of acquiring marketing information.

Research Goals

The study aims to achieve the following specific objectives:

1. To assess the extent of online exposure among Chinese youth
2. To ascertain the degree to which Chinese young favor social networks over traditional media.
3. To ascertain the factors influencing the preference of Chinese young for obtaining information through social networks.

4. To ascertain the primary social networking platforms that Chinese adolescents predominantly utilize for obtaining marketing information.

Research Questions

The forthcoming study aims to address the following inquiries:

1. How has the internet behavior of Chinese young influenced the way they acquire information?
2. Why do Chinese youth favor online marketing over traditional tools?
3. Which social networks do Chinese teenagers primarily use to obtain marketing information?

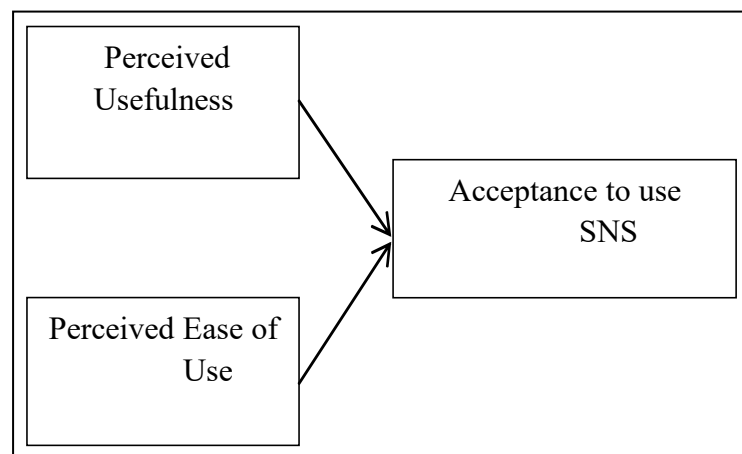
Due to the swift advancement of the internet, social networks have become extensively utilized on both computers and mobile devices, allowing young people to consistently keep informed about their surroundings. Social networks have emerged as a platform for young people to get information, prompting marketers to explore conducting their activities through social networks in order to capture a larger portion of the market. To comprehensively comprehend why young people favor social networks over traditional techniques for receiving marketing information, the study aims to discover the factors that influence their preferences.

LITERATURE REVIEW

The Technology Acceptance Model (TAM) is a theoretical framework used to understand and predict the acceptance and adoption of new technologies. The utilization of social networks and the internet is associated with the theory of the technology acceptance model (TAM). Yi, Jackson, Park, and Probst (2006) assert that the Technology Acceptance Model (TAM) is the prevailing and extensively utilized theory for elucidating the acceptance of a technology or system. Davis (1989) is a researcher who developed the Technology acceptability Model, which is utilized to assess the degree of technology acceptability in work environments. The

model is based on the Theory of Reasoned Action (Fishbein and Ajzen, 1975), which elucidates the impact of an individual's beliefs and attitudes on their intention to adopt a particular conduct, as depicted in Figure 2.2. Timothy (2008) discovered that the Technology Acceptance Model (TAM), developed by Davis (1989) and Davis and Venkatesh (1996), was designed to accurately forecast the individuals who are most likely to adopt a new technology in the workplace. Technological systems or devices are crucial in both companies and households in the present era. To accomplish the primary objective of this study, we will examine how the beliefs of young individuals will impact their preferences on the adoption of social network marketing.

Davis et al. (1989) stated that a person's mindset had minimal impact on the acceptance of technology. Therefore, this study eliminated the attitude component from the Technology Acceptance Model (TAM). Davis et al. (1996) discovered that the variables of perceived ease of use and perceived usefulness directly influence the intention to use.



Shittu et al. (2013) presented the Acceptance of Social Network model, depicted in a figure, to identify the aspects that would impact students' acceptance of social networks. Thus, this model will be modified for this study, where the perceived utility and perceived simplicity of use have an impact on individuals' preference for utilizing social network marketing. This study will integrate the Technology Acceptance Model (TAM) with the Acceptance of Social

Network model to determine individuals' preferences on the utilization of social network marketing.

The text elucidated the contemporary relevance of the internet and social networks for young people, as well as the documented findings of previous researchers that substantiate their value. The theoretical model is of utmost importance as TAM was employed to develop a conceptual framework tailored to this study, which focuses on the youth's inclination towards social network marketing. Three hypotheses were created using the conceptual framework to investigate the correlations between each variable, finally addressing the research questions and objectives. To do this, the study will ascertain the methods and categories of data that will be gathered to draw conclusions about the hypotheses. Therefore, chapter 3 focuses on the development of data collecting.

METHODOLOGY

According to Saunders, Lewis, and Thornhill (2009), research design refers to the overall strategy that researchers employ to address their research questions. It encompasses the objectives of the study and outlines the methods for collecting pertinent data to answer those questions. This study employed a quantitative research approach, specifically using the mono-method design, which entails the use of a single data collection and data analysis method. Zikmund (2003) defined quantitative research as a methodology employed to quantify the frequency or occurrence of responses. The primary objective of this study is to determine the extent of young people's inclination towards social network marketing as their online internet usage increases. The objective of this research is to perform a descriptive study to investigate the accuracy of the research questions regarding the preferences of young people. According to Robson (2002), a descriptive study examines the features of a population by testing multiple relevant factors. The research will explore multiple variables to assess whether young people prefer social network marketing, considering its recent surge in popularity. The analysis conducted will be utilized to evaluate the hypothesis presented.

Finally, the duration of this study is a cross-sectional study in which data were gathered throughout a specific time period (Saunders et al., 2009). The distribution of surveys to selected respondents was clearly obvious within a one-week timeframe for each site.

A self-administered questionnaire was created and delivered to respondents for completion. The questionnaires were collected within a day after distribution. (See Appendix A) The selection was made based on the limitations of time and money in gathering pertinent data for this research. After receiving consent from the supervisor to disseminate the questionnaires, a pilot testing was carried out with a sample of 40 respondents. An additional 200 sets of questionnaires were delivered to the 4 private universities.

The demographic sample's information was organized into tables and graphs to provide a comprehensive explanation of each attribute. The tables contain data on demographic features, frequency, and the percentage of respondents who provided their answers. In order to address the research objectives and research questions, the SPSS software was utilized to develop a table that includes the mode, mean, and median for the central tendency measurement.

RESULTS

Reliability analysis is performed to assess the dependability of the generated questionnaire and the accuracy of the findings it yields. Cooper and Schindler (2006) state that accuracy, precision, and consistency are key factors to consider while measuring something in a study. Therefore, the Cronbach's Alpha reliability analysis is employed to assess the internal consistency.

Based on the demographic profile research, 44% of the participants were male, whilst 56% were female. These findings indicate that females made a greater contribution to our study in comparison to males. Among the 200 responders, there were 20 Chinese individuals, 11 Indian individuals, 166 Malay individuals, and just 3 individuals from other racial backgrounds. The majority of the participants were students, as we delivered the surveys at private universities. However, we also encountered a 19% who were employed, while another

4% were unemployed. Regarding the monthly income, a significant number of young individuals had incomes ranging from RM101 to RM400, indicating a relatively strong purchasing ability.

A significant number of young individuals have been utilizing social networks for a duration of 2 years. To be more precise, the average indicates a value of approximately 2.66 years. The longest duration of social network usage among young people is 4 years, while the smallest duration is 1 year. Based on the mean calculation the average amount of time that teenagers spend online is around 2.64 hours. When observing the pattern, the young individuals dedicate a total of 2 hours each day to engaging with social networks. Youths spend a maximum of 5 hours on social networks, while the least amount of time spent is only 1 hour. Furthermore, the obtained data exhibits a high level of accuracy, as evidenced by the fact that both the standard error of the mean and the standard deviation are less than 1.

		TotalPU	TotalPEU	TotalPREF
TotalPU	Pearson	1		
	Correlation			
	Sig.(2-tailed)			
	N	200		
TotalPEU	Pearson	.781**	1	
	Correlation			
	Sig.(2-tailed)	.000		
	N	200	200	
TotalPREF	Pearson	.763**	.819**	1
	Correlation			

Sig.(2-tailed)	.000	.000	
N	200	200	200

Table 5.1: The Summary Table of the Correlations between the Variables**.Correlation is significant at the 0.01 level (2-tailed).

The relationships among the three variables were positive. The p-values for the correlations were statistically significant, as they were less than the predetermined significance level of 0.05. Therefore, the alternative hypotheses H1, H2, and H3 were accepted, while the null hypothesis for each was rejected. The Pearson data quantifies the degree of correlation between the variables. Based on the data presented in Table 5.1, we can infer that the variables are positively correlated. Specifically, the perceived ease of use (PEU) has the strongest correlation with the preference for the usage of social network marketing (PREF), with a Pearson value of 0.819, which is close to 1. Therefore, we may infer that young people are more inclined towards utilizing social network marketing when they believe it to be convenient and user-friendly. The relationship with the second highest strength is between PEU and PU, with a Pearson value of 0.781. Lastly, there is a relationship between PU and PREF, where young people perceive that the ease of use has a significant influence on perceived usefulness, ultimately leading to a preference for social network marketing.

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THE STUDY EXAMINES THE RELATIONSHIP BETWEEN STRESS, LONELINESS, AND PEER ATTACHMENT AND THEIR ABILITY TO PREDICT SMARTPHONE ADDICTION AMONG UNIVERSITY STUDENTS IN CHINA: A CONCEPTUAL STUDY

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ABSTRACT

The current research aimed to investigate the role of stress, loneliness, and peer connection in predicting smartphone addiction among university students in China. This study utilized a quantitative analytic research method and a purposive sampling strategy. The study necessitates a minimum sample size of 119 participants. Ultimately, data from a total of 126 university students, ranging in age from 20 to 25, were utilized following the completion of data collection and thorough cleansing. The poll was disseminated to university students from several states in China using online media. In addition, Sun-Yat-Sen University (SYSU) conducted physical recruitment initiatives, urging recruited participants to disseminate the survey link or poster to others.

Keywords: *smartphone addiction, university students, online media*

INTRODUCTION

Technological progress has infiltrated all aspects of our life in this modern digital era. There has been a clear increase in the use of technology in various fields, including business,

healthcare, and education. The progress made in technology has made digital devices necessary and vital, turning them into a crucial element of contemporary civilization.

Out of all these devices, smartphones are particularly notable for being extremely common. The prevalence of smartphones in China is remarkable. The number of smartphone users in China experienced a significant increase from 3.14 million in 2020 to 28.36 million in 2020 (China: Smartphone Users | Statista, 2022). According to the findings of the Department of Statistics China (2022), almost 97.3% of Chinese were found to have smartphone access. The substantial increase in the number of users indicates a notable progress in the country's digital connectivity and technology adoption. This can be attributed to the widespread use of smartphones in various aspects of daily life, including communication, e-commerce, navigation, online transactions, entertainment, social networking, banking, and even health monitoring.

The functionality of a smartphone has expanded into diverse contexts beyond its basic purpose of communication. In the present day, cellphones have become indispensable instruments for scanning rapid response codes (QR codes), a technology that has become widely prevalent in our daily lives. Smartphones are essential for duties such as ordering meals in a restaurant (Intal et al., 2020), certifying a patient's entrance in the hospital (Perdana et al., 2019), or making payments (Fong et al., 2019). Furthermore, smartphones provide consumers with emotional advantages.

LITERATURE REVIEW

In their study, Cohen et al. (1983) found that stress occurs when individuals do not have the necessary resources to effectively handle challenging or hazardous situations. Furthermore, He et al. (2022) revealed that college students who are struggling with issues related to adjusting to their new environment, completing their academic requirements, communicating with others, and planning their future careers may experience significant stress in efficiently handling these areas. According to W. Lee and Shin (2021), this pressure frequently causes students to engage in hazardous lifestyle habits, such as being addicted to smartphones.

Loneliness, as defined by Hidayati (2019, referenced in Hidayati 2021), refers to the

experience of being unloved, experiencing emptiness, and feeling alone even when in the presence of others. According to Yılmaz et al. (2022), students need social behaviors such as communication, cooperation, and interaction. If these aspects are lacking, students may suffer loneliness. Zwilling (2022) found that persons who feel lonely are more susceptible to engaging in excessive smartphone use for social objectives.

Zhou et al. (2021) recognized that those who suffer from smartphone addiction have symptoms such as a subjective sense of losing control and withdrawal. Kwon et al. (2020) also noted that smartphone addiction can lead to disruptions in daily functioning. While the Diagnostic and Statistical Manual of Mental Disorders, 5th edition (DSM-5) or International Classification of Diseases, 10th edition (ICD-10) do not officially classify excessive smartphone use as a clinical disorder, individuals who engage in this behavior exhibit similar patterns to those with behavioural addiction ("Adolescent Addiction," 2020, pp. 216). Individuals who are addicted to smartphones commonly exhibit symptoms of addiction such as a subjective sense of losing control and experiencing withdrawal (Zhou et al., 2021; Volungis et al., 2019). The lack of agreement on the specific term used to describe individuals who are addicted to smartphone use has resulted in different terminologies being used, such as "problematic smartphone use" (Pivetta et al., 2019), "smartphone addiction" (Gong et al., 2022; Tan & Arshat, 2019), "smartphone dependence" (Nunes et al., 2021; Um et al., 2019), and "smartphone overuse" (Zou et al., 2019). In this study, the term "smartphone addiction" will be used to incorporate all associated terminologies, despite their diverse meanings.

CONCLUSION

This study employs the Compensatory Internet Use theory as a framework to examine stress, loneliness, and peer attachment as factors that can predict smartphone addiction among university students in China. The findings indicate that stress, loneliness, and peer attachment have a positive correlation with smartphone addiction. However, only loneliness and peer attachment demonstrate statistical significance. Therefore, hypothesis 1 and hypothesis 3 are not supported, whilst only hypothesis 2 is confirmed. While past research have generally

found a strong association between peer attachment and smartphone addiction, the findings of this study contradict this notion. The study suggests that there are several reasons that could have influenced the results, leading to this contradiction. Additional considerations, such as variations in the sample, instruments used, and temporal aspects, should be considered to account for the absence of statistical significance. Subsequent researchers might conduct more extensive investigations on this correlation using enhanced methodologies and equipment on a bigger scope, so facilitating a more comprehensive and profound comprehension of the link. These findings are important for authorities and stakeholders, prompting them to further investigate and regulate the increasing usage of smartphones to maintain a healthy equilibrium. Distinguishing between frequent smartphone usage and smartphone addiction has become more difficult in the modern digital era, when smartphones are integral to various types of communication, resulting in increased reliance. Therefore, it is crucial for societal well-being to adopt a healthy modern lifestyle that can keep up with the rapid technological improvements in this digital era.

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**THE STUDY EXAMINES THE RELATIONSHIP BETWEEN STRESS,
LONELINESS, AND PEER ATTACHMENT AND THEIR ABILITY TO
PREDICT SMARTPHONE ADDICTION AMONG UNIVERSITY
STUDENTS IN CHINA: AN EMPIRICAL STUDY**

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ABSTRACT

The survey was created using Qualtrics, and the data was analyzed using IBM SPSS version 26. The following instruments were utilized: Socio-Demographic, College Student Stress Scale (CSSS), The 6-item De Jong Gierveld Loneliness Scale (6-Item (short) DJGLS), Inventory of Parent and Peer Attachment - Revised (IPPA-R), and The Smartphone Addiction Scale – Short Version (SAS-SV). The Compensatory Internet Use Theory was employed to elucidate the predictive association between these variables and smartphone addiction. The factors of smartphone addiction were tested using multiple linear regression analysis. The findings indicate that feelings of loneliness and strong connections with peers are factors that contribute to the development of smartphone addiction. However, the study did not find a significant relationship between stress and smartphone addiction. The objective of this study was to enhance the psychological research database by examining the relationship between stress, loneliness, peer connection, and smartphone addiction among university students in China.

Keywords: *smartphone addiction, university students, online media*

INTRODUCTION

Smartphone addiction poses significant obstacles for university students, impacting their general welfare and academic performance. A recent study conducted by Balan Rathakrishnan et al. (2021) has revealed a clear correlation between higher scores indicating addiction to smartphones among university students and a decline in their academic performance. In addition, Wan Salwina Wan Ismail et al. (2020) found a strong correlation between increased smartphone addiction scores and higher levels of sadness, stress, suicidal thoughts, and anxiety. In China, there has been an increase in research focusing on smartphone addiction among university students. These studies investigate not only how common smartphone addiction is, but also the factors associated with it, such as psychological distress, neuroticism, and overall psychological health (Azwanis Abdul Hadi et al., 2019; Lei et al., 2020; Wan Salwina Wan Ismail et al., 2020). These research emphasize the urgent necessity to investigate smartphone addiction problems among university students. In light of the significance of resolving this issue, it is crucial to conduct further research on the factors that predict smartphone addiction.

In addition, the connection between stress and smartphone usage has been extensively researched among university students in China (Chua et al., 2022; Ismail et al., 2020; Tan & Arshat, 2019). Stress has been consistently identified as a significant predictor of smartphone addiction. Multiple research published in 2023 examined stress-related factors among university students in China (Dasor et al., 2023; Isha et al., 2023; Lee et al., 2023; Wong et al., 2023). However, stress was not examined in conjunction with smartphone addiction in these recent investigations. This study seeks to enhance the existing research by investigating the present-day relationship between stress levels. This study examines the prevalence of smartphone addiction among university students in China and confirms that stress is a key predictor in this context.

Moreover, numerous research has examined the correlation between loneliness and smartphone addiction on a global scale (Aslan, 2022; Cheng et al., 2021; Kao, 2023; Malaeb et al., 2022; Taghizadeh et al., 2019). Aslan (2022), Cheng et al. (2021), and Taghizadeh et al. (2019) focused their research on high school students rather than university students. Taghizadeh et al. (2019) focused on Lebanese individuals between the ages of 18 and 29, rather than exclusively targeting university students. Kao (2023) exclusively focused on undergraduate students. There is less research that particularly examines the relationship between loneliness and smartphone addiction among university students, even in foreign settings. The lack of study on the relationship between loneliness and smartphone addiction is particularly evident in the Chinese context. Starting from 2019, the topic of smartphone addiction and loneliness among 308 undergraduate students in China has only been investigated by Zamri et al. (2023). Additional research from China is required to investigate the correlation between loneliness and smartphone addiction among university students. Hence, the objective of this work is to close this knowledge gap.

Of all the factors examined in this research, peer attachment is the least well explored. The majority of studies focus on peer relationships as a means of investigating smartphone addiction, rather than peer attachment (Gao et al., 2022; Lim, 2023). Studies indicate that there exists an inverse correlation between peer bonding and smartphone addiction (Um et al., 2019). Nevertheless, there is a scarcity of research that considers peer attachment as a direct indicator of smartphone addiction. Instead, it is frequently utilized as an intermediary variable in empirical investigations (Lian et al., 2023; Zhang et al., 2023).

Therefore, this study incorporates peer connection as one of the factors that can help fill this research void. Essentially, by examining stress, loneliness, and peer attachment as predictors, we seek to gain a thorough understanding of the elements that contribute to smartphone addiction among university students. This knowledge will help us develop specific therapies to address the needs of this vulnerable group.

LITERATURE REVIEW

Students encounter a range of stressors, such as academic demands, personal autonomy, financial worries, interpersonal dynamics, and adapting to changes in life (Feldt, 2019). The Compensatory Internet Use Theory posits that students under stress seek coping techniques to alleviate negative emotions and tension (Stanković et al., 2021). Smartphones have become essential tools for students to cope with stress by offering a wide choice of leisure possibilities in the virtual world (Yang et al., 2020). According to Yang et al. (2020), smartphones provide many functions such as internet surfing, gaming, e-books, social media, movies, music, and videos, which allow students to reduce stress and relax in their chosen way. Furthermore, individuals may utilize cell phones for the purpose of entertainment or specifically as a means of escaping from reality to manage stress and obtain instant satisfaction (Wang et al., 2021). Utilizing a smartphone is a methodical approach to diminish adverse feelings and dysphoric mood, as stated by Elhai et al. (2019). Nevertheless, the emergence of harmful addictive behavior has been seen, considering the potential repercussions of excessive smartphone usage (Alan & Guzel, 2020). If cell phones assume the role of the main means of alleviating stress, there is a significant potential for risk, as noted by Yang et al. (2023), students may develop the belief that using their smartphones is an effective method for reducing stress and may continue to rely on them in future stressful situations. Consequently, this increases the probability of kids acquiring a profound dependency on their mobile gadgets (Zwilling, 2022).

Loneliness, especially among students who lack social connections with their peers (Erdem & Efe, 2022), leads to increased reliance on smartphones. The Compensatory Internet Use Theory, proposed by Kardefelt-Winther (2020), suggests that cellphones serve as a means to fulfill psychological demands that are not satisfied in real life by linking users to the online world. Consequently, students who are dissatisfied with their current real-life situations are more prone to using smartphones excessively. This is because online interactions through smartphones serves as a way for them to make up for their discontentment (Liu et al., 2020). Liu et al. (2021) provide additional evidence supporting this idea, noting that individuals who recognize the advantages of the internet in meeting their needs are more likely to seek fulfillment online rather than in the real world. Zhao and Jin (2023) emphasized that the

Internet functions as a platform that enhances social connections, fosters a sense of belonging, and regulates unpleasant emotions associated with loneliness. Zwillling (2022) also noted that socially isolated students are more prone to developing compulsive smartphone habits, utilizing social media platforms as a surrogate for in-person contacts. Real-life loneliness can be mitigated by establishing virtual connections through social media platforms utilizing smartphones. This enables students to seek solace in virtual interactions, which in turn reinforces smartphone usage and may potentially result in addiction (Liu et al., 2020).

Conceptual Framework

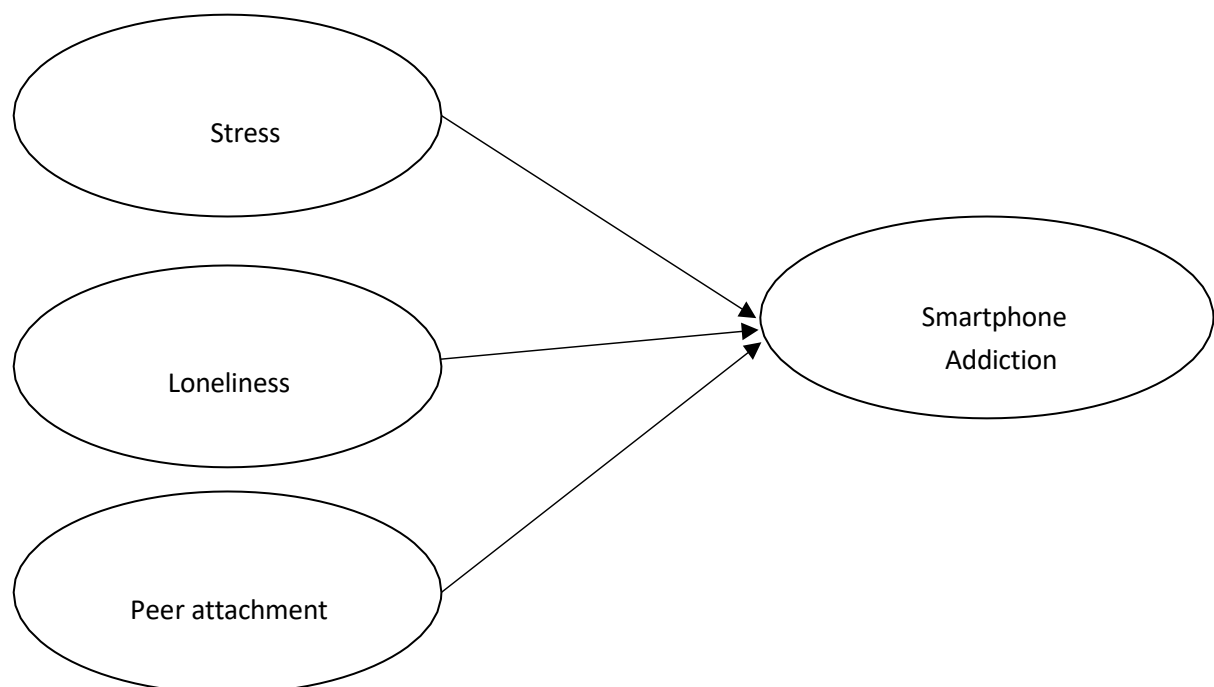


Figure 2.1 Conceptual Framework of Stress, Loneliness, Peer Attachment as the predictors of Smartphone Addiction.

In this day characterized by rapid technological advancements, the smartphone has become an indispensable tool for survival. The increase in smartphone usage, particularly among students, has prompted concerns regarding the escalation of smartphone addiction. This highlights the essential necessity to comprehend the fundamental components that contribute to its formation. This study intends to investigate the relationship between stress, loneliness, and peer

connection and smartphone addiction among university students. The study will utilize the Compensatory Internet Use Theory as a framework to guide the research.

The stress, loneliness, and peer attachment are the independent variables, whereas smartphone addiction is the dependent variable. Stress refers to the excessive demands and intense pressure that students encounter on a regular basis. The pressures may arise from academic anxieties, the capacity to accomplish objectives and retain command, relationship worries, family matters, financial issues, and even life adaptations. Loneliness is the subjective feeling of being isolated and experiencing emptiness due to a lack of adequate social support within the student's life.

The environment. Peer attachment refers to a student's assessment of their relationship with friends and classmates, as well as the extent to which these relationships provide emotional security. Smartphone addiction refers to the excessive focus on smartphones, resulting in the abandonment of important life obligations.

The study's predictive model demonstrates the interrelationships among stress, loneliness, peer attachment, and smartphone addiction. The study indicates a clear connection between stress and smartphone addiction, a direct relationship with feelings of loneliness, and an opposite relationship with attachment to peers. However, these associations depend on the premise that students use smartphones as coping techniques. If students have effective coping strategies, it could have a substantial impact on the relationship between stress and smartphone addiction (Alan & Guzel, 2020).

METHODOLOGY

The online survey began with the inclusion of informed consent. Participants were initially acquainted with the objective of the study and provided with information regarding the processes of the online survey and the assurance of confidentiality. All data gathered from the participants was kept anonymous and confidential in compliance with the Personal Data Protection Act 2020. The participants' involvement in the online survey was exclusively contingent upon their voluntary contributions. Participants were granted the freedom to discontinue their involvement in the study at any time without the obligation to provide a

particular justification. Only the data of participants who selected the statement affirming that they had been notified by us and comprehended, consented to, and agreed to all the information provided in the informed consent was utilized for the study. The acquired data was exclusively utilized for academic reasons and swiftly erased after the study's conclusion.

Following the data collection process, the data was subjected to cleaning using SPSS version 26 software. After data cleaning, there were 126 remaining responses. This is because 50 responses were excluded due to 43 being incomplete, four participants refusing to have their data processed, and three respondents not being Chinese.

Subsequently, data analysis was conducted using SPSS version 26 software. All statistical calculations were performed at a significance level of 0.05. The normality of each variable was evaluated using a histogram, P-P plot, skewness, and kurtosis, and the findings were determined using the Kolmogorov-Smirnov test. As part of this study, we conducted assumptions checking for regression by utilizing the Durbin-Watson test to assess the independence of errors. Additionally, we employed tolerance and variance inflation factor (VIF) to examine multicollinearity. A scatterplot was generated to assess the normality of residuals, linearity, and homoscedasticity. We examined outliers and used Casewise Diagnostic to find the cases. Next, in order to assess the impact of an outlier, it would be subjected to Cook's distance, leverage, and Mahalanobis distance. Multiple linear regression (MLR) was used to model the relationship between three independent variables (IV) and one dependent variable (DV).

RESULTS

Stress showed a deviation from normality in the histogram analysis, while peer attachment only showed a deviation from normality when analysed with the Kolmogorov-Smirnov Test. Loneliness, however, exhibited deviations from normalcy in both the histogram and the Kolmogorov-Smirnov Test. Smartphone addiction stood out as an anomaly, as it did not display any deviations from normality across all five parameters. Since none of the variables

exhibited breaches in more than three of the five signs, it can be concluded that all variables have data that is normally distributed.

Skewness and kurtosis are statistical measures used to describe the shape and distribution of a dataset. George and Mallery (2020) state that skewness and kurtosis are not considered to be violated when the value is between the range of -2 to 2. Table 4.2 presented the measurements of skewness and kurtosis for stress, loneliness, peer attachment, and smartphone addiction. All the values in table fall within the range of -2 and 2. Therefore, there is no evidence of deviation from normalcy in the skewness and kurtosis.

Table 4.2: Skewness and Kurtosis of variables

Variables	Skewness	Kurtosis
Stress	.431	.785
Loneliness	-.499	-.655
Peer Attachment	.074	.056
Smartphone Addiction	.206	-.719

Four outliers were detected by case wise analysis, specifically cases 14, 28, 106, and 124. All the cases indicated in the case wise diagnostics tables are more than two standard deviations apart from the mean. Residual statistics, such as Mahalanobis distance, Cook's distance, and Centered Leverage value, are employed to assess if outliers are influential cases that disproportionately affect the model's parameters. Barnett and Lewis (1994) said that a sample of 100 is considered to have outliers and influential instances if the Mahalanobis distance value exceeds 15, which is a conservative cut-off point. In addition, Cook and Weisberg (1982) state that examples having a Cook's distance greater than one are considered potentially influential cases. Lastly, Hoaglin and Welsch (1978) suggest that cases with a leverage value above twice the average should be thoroughly examined. The whole computation for the double value of Leverage is as follows: The equation 3 multiplied by 1

and then multiplied by 2 equals 0.0635.

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IDENTIFYING KEY FACTORS INFLUENCING CUSTOMER SATISFACTION IN BUDGET HOTELS IN CHINA: AN EXAMINATION USING THE SERVQUAL MODEL AND PRICING FACTORS: A CONCEPTUAL STUDY

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ABSTRACT

The increasing number of budget hotels in China offers travelers economical options with basic amenities such as simple rooms and meals. Despite extensive research on the SERVQUAL model's impact on customer satisfaction in the broader hotel industry, studies focusing specifically on budget hotels are limited.

Keywords: *budget hotels, travelers, customer satisfaction*

INTRODUCTION

China is a federation made up of the southern portion of the Malay Peninsula, formerly known as Malaya, and Sarawak, often known as East China (Cheah, 2002). With its stark disparities, diversity is one of China's main draws (The Tourist Development Corporation of China, 2013). From 115.5 million in 2010 to 131.0 million in 2011, there was

a 15.5 million increase in domestic tourism, according to China Tourism Satellite Account (2013). Saaïd, the Executive Director of Chinese, stated that the potential growth of the hotel business can be attributed to the contribution of tourism (Jaafar, Toh& Sukarno, 2011). The definition of a hotel, according to Business Dictionary (n.d.), is a commercial facility that offers lodging, meals, and guest services. The institution must also have at least three rooms with bathrooms and at least six bedrooms. Hotels can be categorized as either economy or luxury depending on the quality of service they offer. Economy hotels, sometimes referred to as budget hotels, satisfy the needs of their clientele by providing neat and clean rooms (Abhijeet, 2013). According to Hotel Arcopalace (2012), budget hotels are the lowest category in the hotel sector and offer rooms and meals at a reduced rate. For the client who simply wants a basic room with a bed and a shower, it is an option (Colbu&Scutariu, 2008). In China, low-cost hotels may offer superior service compared to five-star establishments (Ukessay, 2015). Budget hotels can have nightly rates as low as RM80 to RM150, and they also let guests hire rooms by the hour (Tourism China, 2012). Sabah has seen a large number of inexpensive hotel builds, particularly in Kota Kinabalu, which has increased competition amongst them (Fong, 2007).

LITERATURE REVIEW

According to Jones et al. (2000), satisfaction was defined as the entire performance rating based on all previous encounters with the company. According to Markovic et al. (2010), satisfaction may be influenced by both objective elements like the qualities of a product or service and subjective factors like consumer requirements and emotions. Customer satisfaction actually plays a crucial part in adding value for them (Tanackovic, 2013). Customer happiness is unquestionably a crucial component of any business's success (Gronoos, 1990). The result of the difference between expected and actual performance is the satisfaction level. Positive disconfirmation, often referred to as contentment, occurs, for instance, when a product or service performs better than anticipated (Oliver, 1980). Additionally, client contentment is also a result of how customers view the value they have

received in a connection or deal in contrast to rivals (Blanchard & Galloway, 1994). Aside from that, long-term relationships with customers can be established by using customer pleasure as a springboard to build and reinforce client loyalty (Gandolfo, 2010). A management strategy that prioritized customer satisfaction was successful in increasing customer loyalty while also enhancing the positive perception of the destination (Gandolfo, 2010). Positive word-of-mouth from happy customers has a greater impact than traditional advertising (Villanueva et al., 2008). The important factors influencing the business success of hospitality services are the depth of analysis, comprehension of motivators, and knowledge of client satisfaction (Gutierrez-Sanchez et al. 2011, p. 18). Furthermore, in the hotel industry, even a tiny increase in customer satisfaction will have a significant positive impact on customer loyalty (Carev, 2008). Hotel customer satisfaction is primarily influenced by three factors: employee quality, value, and room attributes (Choi & Chu, 2001).

CONCLUSION

The objective of this study project is to investigate the elements that influence customer satisfaction among local tourists towards cheap hotels in China. The research utilized the SERVQUAL model and included an additional independent variable, price, to assess customer satisfaction among local tourists pertaining to budget hotels in China. This study findings indicate that customer satisfaction among local tourists towards budget hotels in China is positively correlated with reliability, assurance, tangibles, responsiveness, and price, with the exception of empathy. This research has useful implications for future researchers, entrepreneurs, service providers, and government entities seeking to enhance the precision of their commercial and operational plans by acquiring fundamental knowledge.

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INVESTIGATING DETERMINANTS OF COFFEE PURCHASE INTENT AMONG GENERATION Z IN CHINA: A CONCEPTUAL STUDY

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ABSTRACT

Coffee consumption in China has surged due to urbanization and the influence of Western culture, fostering a vibrant café culture with brands like Starbucks, The Coffee Bean, and The Leaf rapidly expanding across the country. This phenomenon has made coffee a staple among Generation Z in China, who frequent a variety of themed cafés.

Keywords: *Coffee consumption, Urbanization, café culture*

INTRODUCTION

Since its discovery, coffee has gained popularity and is regarded as a common beverage worldwide (Abalo, 2021; Rahim et al., 2021). It has been consumed for hundreds of years and is a significant component of social life and cultural traditions (Van Dam et al., 2020). Worldwide, an estimated 2.25 billion cups of coffee are drinking every day (Hou et al., 2022). Haile and Kang (2021) claim that coffee is the second-most important commodity traded in.

Adopt from: International Coffee Organization.(2023).

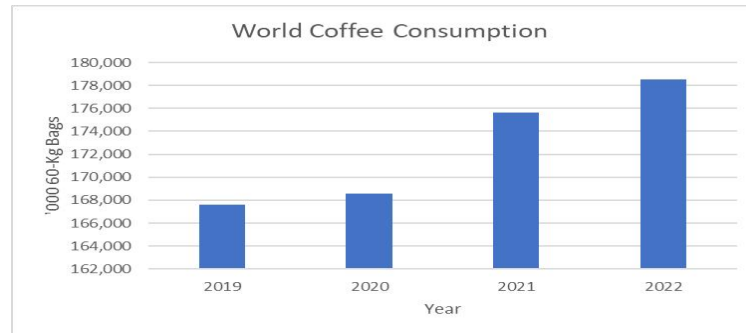


Figure1.1:World Coffee Consumption –'00060-KgBags

In addition, China is consuming more coffee than ever before. Chinese drank 635 thousand 60-kg coffee bags in 2020, whereas 800 thousand 60-kg coffee bags were consumed in 2021 and 2022 (Ramanathan & Ali, 2021). China was formerly a tea-drinking country, but it has been impacted by Western coffee culture, and the value of foreign cafés has changed Chinese coffee shop culture, claim Rahim et al. (2021). A café, or place where people offer coffee and other refreshments, is another name for a coffee shop. Coffee is the primary component in many of the drinks that coffee shops sell, including roasted or brewed coffee, espresso, latte, mocha, americano, cappuccino, and more (Rahim et al., 2021). Coffee is a popular beverage that many people start their days with, and it has become essential to modern living (Bae et al., 2022). Beyond its nutritional advantages, coffee also has physiological and psychological consequences (Haile & Kang, 2021). Dhisasmito and Kumar (2020) claim that coffee is utilized for purposes other than just overcoming weariness, as it has become ingrained in the cultures of many generations. Coffee was traditionally relished and drunk by older Chinese at neighborhood establishments called Kopitiam; but, as local establishments like Old Town White Coffee and international retail cafés like Starbucks expanded, so did the beverage's appeal to younger generations more people are drinking coffee, particularly members of

Generation Z (Omar et al., 2022; China: total coffee consumption, 2022). People who were born between 1997 and 2021 are referred to as Generation Z (Gen Z) (Ling et al., 2023). With over 2 billion members, or approximately 30% of the global population, Gen Z is the largest generation (Nguyen, 2020). According to Ng et al. (2021) Gen Z makes up 26% of the population in China. As per Hashim et al. (2020), the younger generation is increasingly meeting with their friends and family at coffee shops or cafes where they drink coffee.

LITERATURE REVIEW

Consumers are primarily motivated by a desire to showcase their social or economic status, which reflects their inclination to pursue recognition and establish their identity. Hughes (2021) defines elitism as a sociological phenomenon where a group perceives itself or is perceived by others as distinct from the majority and, to some extent, superior. This view can also be attributed to various societal arrangements, such as meritocracy, plutocracy, oligarchy, and numerous forms of social hierarchy. The Latin word for elite is *eligere*, which is also the etymological root of the English phrase *eligible*. Elites possess a higher level of education, a superior social standing, and greater financial resources compared to the general population (Okeke & Anyadike, 2020). "Elitist" or "elitism" refers to a social program that seeks to maintain a privileged group or idolize the concept of the privileged group. The term "elite" denotes a privileged and influential group of persons, frequently holding positions of power. "Elitism" is the ideology that advocates for the superiority of some groups or individuals over others (Hughes, 2021). Oniku and Akintimehin (2021) assert that coffee is a renowned beverage favored by the upper echelons of society. The establishment of cafés or coffee shops was also associated with social prestige, and this trend was prevalent worldwide, particularly among affluent individuals who were enthusiastic coffee consumers. The worldwide spread of coffee serves as a substitute for indigenous drinks and also serves as a symbol of elitism. Therefore, due to its Western origins, coffee has acquired an elitist connotation, and its use is associated with being fashionable and exclusive (Baral & Lamsal, 2021). As specialty coffee firms like Starbucks gained popularity, middle-class consumers

demonstrated their discerning taste by choosing to consume a unique and "authentic" type of coffee. The growing proliferation of specialty coffee firms marked a transition, as these companies began prioritizing their brand identity over the actual beverage they offer. Their emphasis was primarily on the act of consuming rather than the specific attributes of the coffee. This Permitted consumers to cultivate or construct identities centered on these brands and encounter and embody a sense of exclusive coffee status. Although coffee connoisseurs primarily focus on the taste and sensory attributes of coffee, some of them may also be unconsciously motivated to exhibit their elitism and social status by showcasing a sophisticated and discerning palate (Kenney, 2023).

CONCLUSION

In order to enhance the significance of this research, there are various suggestions for performing further research. These ideas can address the previously noted shortcomings and serve as a valuable resource for future research. Initially, it is recommended that future researchers broaden the scope of their study to include additional generations such as Gen X, Gen Y, Baby Boomers, and others. This will allow for a more comprehensive understanding of their behaviors and yield more precise conclusions or outcomes. In addition, future researchers have the option to employ alternative sample methods such as cluster sampling, systematic sampling, and others. Furthermore, certain participants in this study may lack knowledge in determining which variables influence their decision due to their seldom consumption of coffee. Therefore, future researchers should focus on participants who regularly consume coffee. The prospective researcher may also distribute the survey questionnaire to coffee shop patrons. This has the potential to obtain prompt input from the respondents as well. In addition, future researchers have the opportunity to investigate additional variables in their research, including price, brand, sensory aspects, commercial factors, quality, and so on. In order to enhance the dependability of research outcomes, future researchers may consider incorporating mediator and moderator variables into their studies. Furthermore, future researchers may opt to employ a mixed-methods approach, incorporating both quantitative and qualitative research methodologies such as questionnaires and

interviews. This approach can yield more precise and dependable data, while also mitigating any potential confusion experienced by respondents when completing questionnaires.

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INVESTIGATING DETERMINANTS OF COFFEE PURCHASE INTENT AMONG GENERATION Z IN CHINA: AN EMPIRICAL STUDY

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ABSTRACT

This study investigates the factors influencing Generation Z's intention to purchase coffee, focusing on five independent variables: elitism, health consciousness, cultural influence, hedonistic enjoyment, and socialization. Data from 408 respondents were collected via an online survey and analyzed using SPSS. Results indicate that elitism, health consciousness, cultural factors, and hedonism significantly impact coffee purchase intention among Generation Z. However, socialization did not show a significant influence. These findings offer valuable insights for the coffee industry and consumers alike, shedding light on the preferences and behaviors driving Generation Z's coffee consumption patterns in China.

Keywords: coffee culture, consumption patterns, generation

INTRODUCTION

The purpose of this study is to gain a deeper understanding of Gen Z's desire to purchase coffee. According to Ramanathan and Ali (2021), the establishment of foreign coffee chains throughout the 1900s was attributed to urbanization and the assimilation of

Western culture into Chinese society. The rise or spread of coffee shops and cafés like Starbucks, Coffee Beans, Zus Coffee, and others has altered China's coffee consumption trends. Due to the influence of Western culture on patrons, particularly the younger generation, who have altered their perceptions of cuisine, drink, and fashionable settings, the traditional age of "kopitiam" has also disappeared (Chiu et al., 2022). The younger generations in China are currently obsessed with coffee, particularly the Western kind (Michelle et al., 2021). The younger generation now demands coffee shops as well (Genoveva et al., 2022). Nowadays, a lot of people drink coffee, and Generation Z has also adopted it as a regular beverage (Omar et al., 2022). Since many members of Generation Z are already purchasing and enjoying coffee, as was previously mentioned, there must be some elements influencing Gen Z's decision to buy coffee in China. The purpose of the study is to examine the variables affecting Gen Z's intention to buy coffee. The study thinks that hedonism, socialization, culture, elitism, and health all have an impact on Gen Z's propensity to buy coffee. Due to their strong purchasing power and status as the world's largest population, Gen Z is driving up coffee consumption (Hurdawaty et al., 2023). The coffee market is dynamic due to the influence of politics, technology, and generational shifts. Numerous trends originate with younger consumers and are subsequently embraced by the elder demographic. Gen Z and other contemporary consumers have always asked that the items they buy fit their lifestyle. Researching how Gen Z behaves when making coffee drink purchases is therefore becoming increasingly important.

Among the research questions are:

Does elitism and Gen Z's propensity to buy coffee have a meaningful relationship?

Is there a connection between Gen Z's intention to buy coffee and their health?

Is there a connection between Gen Z's inclination to purchase coffee and socialization?

Is there a connection between Gen Z's inclination to buy coffee and their culture?

Does hedonism and Gen Z's inclination to buy coffee have a strong relationship?

This study's main goal is to talk about the variables that affect Gen Z's intention to buy coffee. This study takes into account the following variables: hedonism, socialization, culture, health, and elitism.

The following are the goals of the research:

To look into the connection between Gen Z's intention to buy coffee and elitism.

To look at the connection between Gen Z's intention to buy coffee and health.

To look into the connection between Gen Z's intention to buy coffee and socialization.

To look into the connection between Gen Z's intention to buy coffee and culture.

To look at the connection between Gen Z's desire to purchase coffee and hedonism.

Urbanization and Western influence have led to a significant increase in the number of coffee shops, or cafés, in China. These days, it's common to observe young people, particularly members of Generation Z, sipping coffee in cafés or coffee shops. They buy and drink coffee drinks not because they enjoy the flavor, but rather because they follow a trend, express themselves through it, or use it as a sign of their ideal way of life that can indicate their social standing. Furthermore, Gen Z's substantial purchasing power may persuade subsequent generations to adopt the same style. Understanding their purchasing habits and being adaptable to market demands are crucial if you want to cater to the needs and interests of a new generation of customers. In addition to ordinary and specialty coffee, younger customers can now deviate from the usual consumption pattern thanks to new product categories such as iced coffee, frozen blended coffees and ready-to-drink coffee. Studying Gen Z's purchasing habits in the coffee market is crucial since it may enable marketers to better target this demographic with their marketing.

Younger generations are starting to drink coffee more frequently (Michelle et al., 2021). Coffee is undoubtedly a way of life in China, as seen by the country's rising coffee consumption, which increased from 635 thousand 60-kg coffee bags in 2020 to 800 thousand 60-kg coffee bags in 2021 and 2022 (Figure 1.2). China was one of the top 50 countries in the

world for coffee consumption (Rahim et al., 2021), with coffee being the most popular beverage among Chinese. Many foreign and local coffee enterprises have been drawn to China by the growing demand for coffee to expand their coffeehouses and investigate this exciting market.

LITERATURE REVIEW

According to Kaczmarek (2020), hedonic motivation is the desire to take the lead in actions that increase happy experiences and decrease bad ones. According to hedonism, happiness and contentment are the most important things, and it is indicative of a lifestyle focused on pleasure (İbrahim, 2022). Ertina and Ibrahim (2021) claim that the Greek word hedone, which meaning pleasure, is the source of the term hedonism. It's also a way of living that emphasizes chasing happiness by things like going out and doing things more frequently, buying ostentatious goods, and being the center of attention. A person who exhibits hedonism is one who feels that owning superior or cutting-edge items is something to be proud of; they typically view pleasure as instantaneous, have above-average pleasure relativity, pursue physical modernity, and have impulsive hobbies. Furthermore, the foundation of hedonistic consumption behavior is hedonism. The emotional focus that customers have when making purchases of products and services is known as hedonic consumption.

The coffee culture differs worldwide, shaping the way individuals consume and value coffee. Culture refers to the comprehensive set of conventional behaviors that have been established or evolved by humans and are subsequently acquired by each consecutive generation (Birukou et al., 2020; Kapur, 2020). Moreover, the word coffee culture pertains to a social ambiance or a

set of interconnected social behaviors that strongly depend on coffee, especially as a facilitator of social interactions. It also pertains to the assimilation and spread of coffee as a commonly ingested stimulant within a certain culture (Aguirre, 2023). Oniku and Akintimehin (2021) argue that coffee culture is characterized by the widespread consumption of coffee, the growth of cafés or coffee houses, and the frequency at which individuals consume coffee. The coffee culture sheds light on significant aspects of coffee within a community, including how consumers perceive its value, their preferred style, and their purpose to purchase.

In contemporary times, the act of consuming, which holds a central position in everyday life, exerts a substantial influence on the process of socializing societies (Argan et al., 2021). Potts (2021) defines socialization as the mechanism by which individuals acquire the norms and values of society that are necessary for proficient social engagement. Socialization refers to the process of engaging in social interactions with others in order to develop one's professional identity (Roberts & Sayer, 2020). In their study, Sakarya and Dortyol (2022) determined that coffee consumption has become a prevalent means of social interaction in contemporary society. The sociability factor plays a crucial role in the consumption of coffee, contributing to the growth of coffee culture. Coffee facilitates conversations and social interactions among individuals as they gather over cups of coffee (Oniku & Akintimehin, 2021). Coffee is increasingly becoming an essential component of social interactions, particularly among the younger generation such as Gen Z (Czarniecka-Skubina et al., 2021). Cafés or coffee houses have become significant venues for social interaction while enjoying coffee (Argan et al., 2021).

According to the World Health Organization (WHO), health is defined as a condition of whole physical, mental, and social well-being, rather than only the absence of disease or weakness (Trudel-Fitzgerald et al., 2021). Rahim et al. (2021) found that those who are concerned of their health are more likely to adopt a healthy lifestyle and have a desire to buy nutritious food. Oniku and Akintimehin (2021) found that certain consumers see coffee as a nutritious beverage with the capacity to enhance health and well-being. According to Samoggia and Riedel (2021) and Samoggia et al. (2020), the primary motivation for taking coffee is its energizing effects. Coffee has been found to enhance alertness and attention, improve mental and physical performance, stimulate bodily functions, and enhance mood. Aguirre (2023) reported that the European Food Safety Authority has determined that a daily intake of 400mg of caffeine is considered to be safe. Coffee is a significant provider of dietary antioxidants. Regularly consuming coffee helps suppress inflammation, enhance cardiovascular function, and reduce the likelihood of developing coronary heart disease and type 2 diabetes.

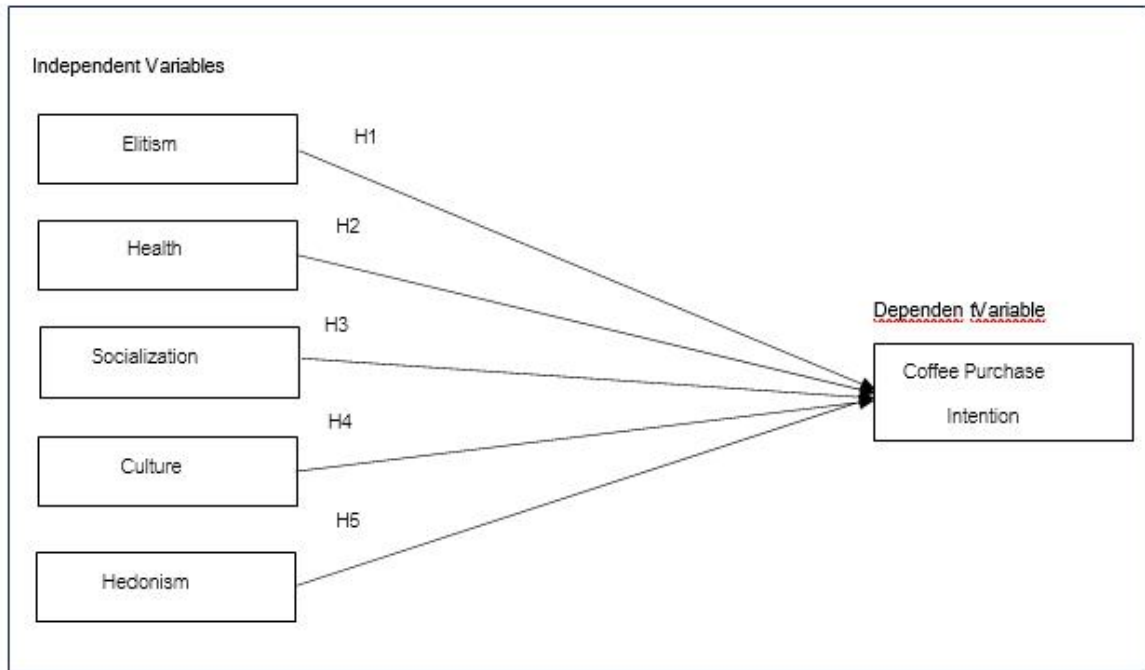


Figure 2.1.: Frame work of Factors Influencing Coffee Purchase Intention Among Generation

METHODOLOGY

To determine the relationship between the independent and dependent variables, this study used quantitative research methods. Taherdoost (2022) defines quantitative research as the process of describing and explaining the phenomena that are reflected in the observations through the use of numerical values. The goal of quantitative study design, according to Mehrad and Zangeneh (2021), is to control the population's perception of the relationship between an independent and dependent variable.

Researchers employ a methodical approach called the data collecting method to gather information in order to address research questions, solve issues, and assess hypotheses (Mwita, 2022). The primary source of data for this study was a Google form utilized for data collection. The target population received the Google form questionnaire via WeChat, and Sina Weibo among other online venues. The dependent variable and five independent factors

came after the generic questions for the responders.

A **nominal scale** is a type of scale that categorizes data without assigning numerical values or dividing it into groups. Instead, it employs a distinct identifier to name each category. In this study, Section A of the questionnaire employed a nominal scale to assess the demographic characteristics of the participants. For example, the gender of the respondent was categorized as male or female.

Ordinal Scale refers to a numerical scale that represents the order or ranking of items or variables. Ordinal scales indicate the relative ranking of elements (Philippi, 2021). The ordinal scale is a level of measurement that ranks and sorts data, but it does not quantify the magnitude of the differences between them. Ordinal scales are employed in Section A of the questionnaire to assess the age, occupation, monthly income, and race of the participants in this study.

An **interval scale** is a type of measurement scale that assigns numbers to represent equal intervals between values. Interval scales possess identical magnitudes (Philippi, 2021). Interval measurement is a level of measurement where the attributes of the variables are assessed using particular numerical values and the distances between the attributes are equal. Furthermore, the term "interval" denotes the measure of the space separating two consecutive qualities, and this distance remains constant.

Likert Scale is a measurement tool used to assess people's attitudes, opinions, or perceptions by asking them to rate their level of agreement or disagreement with a series of statements.

The Likert scale is the predominant rating system employed in the field of measurement instruments. The survey participants were instructed to indicate their level of agreement with

the provided statements, ranging from strongly disagree to strongly agree (Taherdoost, 2021).

The research employed a 5-point Likert scale in Sections B and C of the questionnaire to measure the dependent variable of coffee purchase intention and five independent variables: elitism, health, socialization, culture, and hedonism.

The Likert scale utilized in this study consisted of five response options: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree.

RESULTS

Reasons to drink coffee	Frequency	Percentage (%)
I like the flavour of coffee, thus I like to drink it.	189	46.3
I drink coffee since I've developed the habit.	85	20.8
I have coffee since my friends, parents, and other individuals around me have invited me or suggested it.	249	61
To encourage my networking, I drink coffee.	184	45.1
I drink coffee because it's convenient and cosy.	155	38
I drink coffee because I enjoy certain kinds of it (such as Dalgona coffee, frappuccino, and so on).	136	33.3
I drink coffee since I've seen advertising for it on TV and social media	50	12.3
I also drink coffee because of its marketing discounts. Because of my social level	285	69.9
I consume coffee to appear well and have a better lifestyle.	131	32.1

Table 4.7: Reasons to drink coffee

The data indicates that the majority of respondents, including 69.9% (285 respondents), consume coffee due to promotional offers and discounts. This is closely followed by 61% (249 respondents) who are influenced by recommendations from individuals in their social circle, such as friends, parents, and others. In addition, 46.3% of the respondents (189 individuals) enjoy drinking coffee due to its pleasant flavor. Furthermore, 45.1% (184 respondents) consume coffee as a means to expand their social connections, as they observe others around them drinking coffee. Moreover, 38% (155 respondents) choose to drink coffee because they find the coffee shop to be comfortable and handy. 33.3% (136 respondents) consume coffee due to the pleasurable sensations it provides, such as those experienced with Dalgona coffee and Affogato. Meanwhile, 32.1% (131 respondents) drink coffee for other reasons. Individuals seek to enhance their social standing by becoming fashionable and enhancing their quality of life. 20.8% (85 respondents) use coffee due to habitual behavior, 12.3% of the respondents (50 individuals) consume coffee as a result of being exposed to commercials on television and social media, whereas 5.1% (21 individuals) enjoy coffee while listening to music or songs.

While numerous researchers have conducted studies on the factors that influence coffee purchase intention, there is a scarcity of study on this topic in the local environment. Therefore, this study offers local researchers a point of reference for constructing a comprehensive model to analyze the intention of purchasing coffee among different generations in China. In addition, this research can aid future researchers in acquiring novel insights into the determinants of coffee purchase intention among Gen Z, the largest

generation comprising approximately 30% of the global population and currently representing the majority of consumers (Nguyen, 2020).

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THE INFLUENCE OF DANCE PERFORMANCE ATTIRE ON AUDIENCE EMOTIONAL EXPERIENCE

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Abstract

Dance performance is a multi-sensory art form where music and visual elements, such as lighting, staging, and costume colors, shape the audience's emotional experience. While performers often select costume colors that align with the emotions of a musical piece, there is limited theoretical and empirical research on this phenomenon, particularly in the psychology of dance performance. Existing studies on music and color associations largely focus on metaphysical concepts rather than empirical psychological research. This study explores the relationship between costume color and music emotion in dance performances through a behavioral experimental approach. A pre-experiment and two formal experiments were conducted, using Chinese folk pipa music as auditory stimuli and six costume colors (red, black, white, pink, champagne, and blue) as visual stimuli. Participants evaluated emotional responses based on the two-dimensional emotion scale and a Likert scale.

Keywords: *Dance performance, clothing color, color emotional association, music emotional experience*

1. Research Background

Research in dance performance has evolved beyond technical and theoretical studies to incorporate psychological methods, empirical research, and performance measurement. A

growing area of interest is the connection between costume color, dance performance, and the emotional experience of music. While interdisciplinary studies on music and color associations are extensive, most focus on synesthesia rather than the role of clothing in dance. Research has shown that people naturally associate music with colors (Palmer et al., 2013; Tsang & Schloss, 2010), but few studies explore how costume colors influence the emotional perception of music in dance performances.

Some scholars have noted a link between sound and color, particularly in tonal qualities, but have not examined the direct impact of costume color on music emotions (Liu Xiaofan, 2008). In practice, performers often select costume colors that align with the emotions of the music—joyful pieces rarely use black, while sad compositions typically avoid red. This suggests a meaningful correlation between clothing color and music emotion.

This study empirically examines the relationship between costume color and music emotions in dance performances, integrating psychological theories and methodologies. It aims to uncover how visual factors (costume color) influence emotional experiences in music and contribute to a deeper understanding of the psychological aspects of dance performance.

2. Research objective

- To examine the correlation between music emotions and clothing colors using psychological research methods.
- To investigate the impact of different costume colors on the emotional experience of various music types.

3. Research significance

There is limited research on the impact of clothing color on music emotional experience, with most studies focusing on theoretical rather than empirical psychological approaches. This study expands on previous work by integrating dynamic audio-visual stimuli to examine the role of costume color in dance performance psychology.

The experiment controlled external factors like lighting and environment, using recorded

performances to ensure consistency. To explore cultural influences, Chinese ethnic music was selected, considering differences between Eastern and Western emotional responses to music. Following the emotional mediation theory, the study first analyzes the correlation between clothing color and music, then investigates its impact on emotional experiences in dance performances. It examines whether color-matched costumes enhance audience emotional responses, offering insights for performers to optimize costume selection and deepen audience engagement through both auditory and visual channels.

4. Literature review

Musical Performance

Dance performance is a psychological activity that integrates rhythm, harmony, tonality, and musical form to evoke emotions and imagination in the audience. It involves multiple cognitive and emotional processes, shaping artistic expression through movement and sound.

Research on Dance Performance

Early research by Frederick Dorian emphasized that musical interpretation bridges composition and appreciation, requiring both subjective creativity and objective authenticity. He highlighted the role of performance techniques in shaping artistic expression.

Langner and Goeh developed methods to measure performance through MIDI analysis, revealing how tempo and intensity influence visual representation. In China, Zhang Qian emphasized the importance of accurate musical interpretation, incorporating phenomenology and performance psychology. Other scholars, such as Zhou Haihong, applied cognitive models to analyze piano performance, while Yang Jian developed a "multidimensional emotional space" to measure emotions in dance.

Foreign research primarily focuses on performance psychology and empirical analysis, while China has yet to develop quantitative research methods in this field, indicating a need for more experimental studies on performance psychology.

Lens Model in Dance Performance

The Lens Model, proposed by Brunswick and expanded by Yang Jian, examines the interaction between performers and audiences. Studies show a high accuracy rate in

emotional communication, demonstrating that rhythm, volume, and timbre significantly influence audience perception.

Dance Performance and Clothing Colors

Dance performance relies on both auditory and visual channels, where elements like posture, lighting, and costume colors enhance emotional expression. Clothing color, a key visual factor, carries symbolic meanings similar to musical timbre. Studies show that warm colors (e.g., red) evoke excitement, while cool tones (e.g., blue) convey calmness, aligning with emotional expression in music.

Music-Color Association

The association between music and color is a common psychological phenomenon where auditory and visual experiences merge. Music is often linked to specific colors based on emotion—e.g., intense melodies with red and soft harmonies with blue—indicating an innate cross-sensory connection.

Color Correlation in Music

Historically, scholars such as Newton and Aristotle explored the relationship between musical tones and colors, viewing both as frequency-based phenomena. Impressionist and minimalist artists further developed these connections, reinforcing the interdisciplinary link between music and visual art.

Music Emotions

Defining Music Emotions

Music emotions involve both perception (recognizing emotions in music) and experience (personally feeling those emotions). Cognitivists argue that music expresses but does not induce emotions, whereas emotionalists believe music can evoke direct emotional responses.

Models of Music Emotion Induction

1. Music Cue Consistency Model: Effective music communication depends on alignment between composer and listener interpretations. Factors such as pitch, rhythm, timbre, and listener characteristics influence perception.
2. Music Expectation Model: Listeners form expectations while hearing music, leading to emotional responses based on whether these expectations are met or disrupted.
3. Synergy Theory: Emphasizes emotional resonance between performer and audience,

suggesting music and language share similar communicative functions.

4. Multi-Mechanism Model: Juslin (2008) proposed that multiple mechanisms—brainstem response, expectancy, and emotional contagion—contribute to music-induced emotions.

5. Research Methodology

Measurement

The experiment used a two-dimensional emotion scale (Russell 2003) to measure the arousal and valence dimensions of music materials and clothing color materials, both using the Likert 5-point scale. Valence: 1 is particularly negative, 2 is negative, 3 is neutral, 4 is positive, and 5 is very positive. Awakening level: The emotional intensity felt when listening to this stimulating material, which is not strong at all. The closer the score is to 1, the closer the score is to 5 when it is very strong.

Questionnaire survey

Organizing a personal information survey questionnaire, it was found that all participants in music majors have a habit of listening to music. Among the 24 participants, 16 have experience in instrumental music and have learned a wide range of musical instruments, covering traditional Chinese and Western instruments such as pipa, erhu, flute, guzheng, cello, drum, piano, violin, saxophone, with piano being the most frequent. The music major has studied music for 5-18 years, The main forms of music training include private tutoring, music academy training, and self-study; All participants in the art major have studied calligraphy, Chinese painting, oil painting, comics, photography, sculpture, and other related fields. They have learned basic theoretical knowledge of color and received art training mainly through private tutoring, art academy training, and self-study.

Research design

The experiment adopts a mixed experimental design of 3 (music emotion types: positive, neutral, negative) x 6 (clothing colors: red, black, white, blue, pink, champagne). The music emotion type is within the subjects, the clothing color is between the subjects, and the dependent variable is the matching degree between the evaluated clothing color and the music emotion. Recruit eligible participants through QQ groups. After watching video stimuli, participants rated the emotional matching between the music they heard and the colors of the

performance costumes they saw. Explore the laws of the correlation between the respective attributes of music and clothing colors. The experimental hypothesis is that there is an emotional correlation between clothing color and music. Music with positive emotions has a higher matching degree with clothing color that expresses positive emotions, while music with negative emotions has a higher matching degree with clothing color that expresses negative emotions.

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A COMPREHENSIVE STUDY ON THE IMPACT OF DANCE PERFORMANCE COSTUMES ON AUDIENCE EMOTIONAL PERCEPTION AND ENGAGEMENT

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Abstract

Dance performance is a multisensory art form that integrates auditory and visual elements, where music influences audience emotions through sound, while visual factors such as lighting, performer posture, and costume color further shape the emotional experience. A common yet understudied practice in dance is selecting costume colors that align with the emotional tone of the music. While existing research has explored the conceptual relationship between color and music emotion, empirical studies, particularly in dance performance psychology, remain limited. This study investigates how stage costume color influences audience emotional perception of music, applying theories of emotion mediation and multi-channel interaction to explore the relationship between music and costume color. A behavioral experimental approach was adopted, including a pre-experiment and two formal experiments. The pre-experiment assessed the emotional characteristics of selected music and costume colors, while the formal experiments examined the emotional associations between music and costume colors and their influence on emotional perception in an audiovisual context. The study used Chinese folk pipa music categorized into positive, neutral, and negative emotional types, alongside six costume colors: red, black, white, pink, champagne, and blue. Emotional responses were measured using a combination of self-report scales. The findings indicate that music and costume colors establish emotional connections, with high-matching combinations enhancing emotional arousal. Costume color has a stronger effect on emotional arousal than valence, with warm colors increasing arousal in positive

music, cool colors intensifying arousal in negative music, and neutral tones affecting mid-range emotional responses. While music primarily determines emotional valence, costume color significantly influences arousal, and higher color-music congruence results in stronger emotional engagement.

Keywords: *Dance performance, clothing color, color emotional association, music emotional experience*

1. Research Background

Research on dance performance has evolved from focusing solely on performance techniques and theoretical analysis to incorporating psychological methods, empirical studies, and performance measurement. Scholars have increasingly explored interdisciplinary topics, such as the connection between music and color. Recent studies highlight music-color association, a synesthetic phenomenon where people link music with specific colors (Palmer et al., 2013; Tsang & Schloss, 2010).

However, most research has examined music-color synesthesia without considering how clothing colors influence dance performance. Few studies have explored the relationship between music, costume color, and emotional expression in dance. Some scholars have noted the connection between sound timbre and color perception (Liu Xiaofan, 2008), but the psychological impact of clothing colors on musical emotions remains underexplored.

Performers often select costume colors based on the emotions conveyed in musical works—bright colors for joyful pieces and darker tones for somber ones—suggesting a correlation between clothing color and music. This study further investigates this phenomenon through empirical research, drawing on psychological theories to examine how visual elements (clothing colors) influence musical emotion perception in dance performance. The findings aim to enrich research on dance performance and music emotions.

2. Research questions

- What is the correlation between clothing color and music in dance performances?

- How

does clothing color influence the emotional experience of music?

- How can research on clothing color and music emotion enhance the understanding of dance performance?

3. Research objective

- To investigate the correlation between clothing color and music in dance performances.
- To examine the impact of clothing color on the emotional experience of music.
- To identify the impact of the performers' clothing colors directly or indirectly on the emotional expression of musical works in dance.

4. Research significance

This study addresses the gap in both domestic and international research on the impact of clothing color on musical emotional experience. While previous studies have explored the connection between color and music emotions, they have largely been theoretical, with limited empirical research in psychology. This research extends the discussion into the realm of dance performance psychology by using clothing color as an emotional stimulus and employing dynamic, dual-channel (audio-visual) materials to investigate its effects on musical emotional perception.

To ensure the accuracy of findings, the experiment carefully controlled variables such as lighting and environment that could influence audience emotions during a dance performance. Video recordings were used to standardize the presentation of performances. Additionally, considering cultural differences in musical emotional perception, the study focused on Chinese ethnic music solo works, ensuring relevance to the Chinese cultural background.

The research design integrates a pre-experiment with two main experiments, creating a structured and interconnected approach. Grounded in the theory of emotional mediation, the study first identifies the correlation between clothing color and music before further exploring how different clothing colors influence emotional experiences in dance performances. It examines whether music emotions aligned with color associations can

enhance audience emotional responses.

5. Literature review

Dance performance is a psychological and artistic activity in which performers express emotions and shape musical imagery through rhythm, harmony, tonality, and musical form. It involves cognition, memory, emotion, imagination, and intuition, engaging both the performer and audience in an immersive experience. Early scholars like Frederick Dorian emphasized that music requires interpretation, integrating both subjective and objective elements. He highlighted the performer's role in bridging music creation and appreciation, advocating for creative deviations to enhance artistic expression. Jag Langner and Werner Goeb used advanced measurement techniques, analyzing performance speed and loudness through MIDI data, mapping intensity changes in a two-dimensional space. Chinese scholars like Zhang Qian focused on correct interpretation, emphasizing authenticity, technique, and historical-modern unity. He integrated phenomenology and hermeneutics to analyze performance psychology, stressing empathy and imagination in artistic expression. Zhou Haihong studied piano performance through psychological analysis, utilizing video recordings to construct cognitive models. Yang Jian developed a "multidimensional emotional space" model, linking performance intensity, speed, and style to emotional expression. While foreign scholars have advanced performance psychology through empirical studies, China has conducted limited quantitative research, primarily focusing on aspects like memory, emotion, and performance anxiety. Inspired by E. Brunswick's psychological model, Yang Jian adapted the "lens model" for dance performance. It illustrates the accuracy of emotional communication between performers and audiences. Studies by Juslin showed that performers effectively convey emotions through rhythm, volume, and timbre, with audience reception reaching 87–92% accuracy.

Dance Performance and Clothing Colors

Dance performance combines auditory and visual elements. While music is the primary emotional driver, visual aspects like posture, lighting, and clothing enhance the experience. Clothing color, as a key visual factor, parallels music's timbre, influencing aesthetic perception and emotional resonance. Music and clothing share a synesthetic relationship, where certain colors evoke specific musical tones and emotions. Music-color association

refers to the psychological link between sound and color. Studies (Palmer et al., 2013; Tsang & Schloss, 2010) confirm this as a form of synesthesia, where musical perception triggers color imagery, and vice versa. Art and music share expressive similarities—Marion famously stated, "Sound is audible color, and color is visible music." Historically, Newton linked music scales to color spectrums, and Aristotle explored their connections. Modern research integrates psychology, exploring how emotions shape music-color perception. Intense music often associates with red, while calm melodies link to blue. Direct Correlation Hypothesis: Music and color share physical similarities (e.g., light and sound waves), forming a natural association (Marks, 1975; Caivano, 1994). Emotional Mediation Hypothesis: Music and color evoke similar emotions, creating associations based on emotional congruence (Schloss et al., 2008; Tsang & Schloss, 2010). Studies confirm that bright colors align with major, fast-paced music, while subdued tones match minor, slower compositions. This emotional link influences both artistic creation and audience perception.

Theories of Emotions

- **Basic Emotion Theory:** Emotions are categorized into universal types (happiness, sadness, anger, fear, etc.).
- **Dimensional Emotion Theory:** Emotions exist along axes of pleasure (valence) and activation (arousal) (Russell, 2003).
- **The dimensional model** offers flexibility in emotion measurement, making it widely used in psychology.

Emotion Measurement Methods

- **Questionnaires:** Self-reports and experience sampling (Juslin, 2008) collect emotion data.
- **Physiological Measurements:** Heart rate, respiration, and skin responses indicate emotional arousal (Mori & Iwanaga, 2013).
- **Functional**

nal Neuroimaging: fMRI and EEG measure brain activity during emotional music experiences (Blood et al., 1999).

6. Research Methodology

Research Participants

This study recruited 48 college students, including 24 music majors and 24 art majors, aged between 19 and 27, with an average age of 21.8. All participants had normal hearing, normal or corrected vision, no color blindness, and were right-handed. They voluntarily participated in the experiment and were divided into two groups. Group A, consisting of music majors, was responsible for evaluating music materials, while Group B, composed of art majors, assessed clothing color materials.

Measurement Tools

To measure emotional responses, the study utilized Russell's two-dimensional emotion scale (2003), which evaluates valence (positivity or negativity) and arousal (emotional intensity) on a five-point Likert scale. Valence ranged from 1 (very negative) to 5 (very positive), while arousal measured the intensity of emotional response, where 1 indicated low intensity and 5 represented high intensity.

Questionnaire Survey

A pre-experiment questionnaire collected demographic information and participant experience. All music majors reported a habit of listening to music, with 16 having formal training in various musical instruments, including piano, violin, saxophone, erhu, and guzheng, for periods ranging from 5 to 18 years. Their training was obtained through private lessons, music academies, or self-study. Similarly, all art majors had experience in disciplines such as calligraphy, painting, photography, and sculpture, with theoretical knowledge of color acquired through private tutoring, art academies, or self-study.

Research Design

The study employed a 3×6 mixed experimental design. Music emotion type (positive, neutral, and negative) was a within-subject variable, while clothing color (red, black, white, blue, pink, and champagne) was a between-subject variable. The dependent variable was the degree to which participants perceived a match between the emotional tone of the music and the color of the performance costumes. Participants were recruited via QQ groups and were

asked to watch video stimuli before evaluating the emotional correspondence between the music and the clothing colors. The objective was to identify patterns in how music and color interact to shape emotional perception.

7. Data Analysis

The study investigates the relationship between music and clothing color through an experimental task that examines whether emotions mediate their connection. Based on the emotion mediation hypothesis, music and clothing colors with similar emotional attributes should have a higher degree of matching. The experiment employed a 3×6 mixed design, with three types of music emotions (positive, neutral, and negative) and six clothing colors (red, black, white, blue, pink, and champagne). Participants, who were non-art majors, were divided into six groups. After watching video stimuli, they rated how well the performance costume colors matched the emotional tone of the music.

Table 1 Analysis of variance results of clothing color matching with different colors and emotions

Source of variation	Sum of squares	freedom	mean square	F	P	partial two
Clothing color	3.296	5	0.659	2.172	0.068	0.141
Music Emotions	0.002	2	0.047	0.052	0.949	0.002
Clothing color * Music emotion	114.028	10	11.403	10.703	0.000	0.448

Note: The difference is statistically significant with $p < 0.05$.

The collected data was analyzed using ANOVA in SPSS 21.0. The results showed a significant interaction between music emotions and clothing colors ($F(10,132) = 10.703$, $p < 0.01$, $\eta^2 = 0.448$), while the main effect of music emotions was not significant ($F(2,65) = 0.052$, $p = 0.949$). The color main effect was at a marginal significance level ($F(5,66) = 2.172$, $p = 0.068$, $\eta^2 = 0.141$), with pink, black, and blue showing lower matching scores than champagne.

The specific inspection results are detailed in Table 1.

Cloth	(I)Music	(J)Music	Mean(I-J)	Standard	P	Confidence level
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Color	Emotion	Emotion		Division		95%	
						upper	lower
White	Negative	Neutral	1.333*	0.306	0	0.722	1.944
		Positive	1.417*	0.397	0.001	0.623	2.21
	Neutral	Negative	-1.333*	0.306	0	-1.944	-0.722
		Positive	0.083	0.319	0.795	-0.553	0.72
	Positive	Negative	-1.417*	0.397	0.001	-2.21	-0.623
		Neutral	-0.083	0.319	0.795	-0.72	0.553
	Negative	Neutral	-1.417*	0.306	0	-2.028	-0.806
		Positive	-1.417*	0.397	0.001	-2.21	-0.623
Pink	Neutral	Negative	1.417*	0.306	0	0.806	2.028
		Positive	0.083	0.319	1	-0.636	0.636
	Positive	Negative	1.417*	0.397	0.001	0.623	2.21
		Neutral	0.083	0.319	1	-0.636	0.636
	Negative	Neutral	1.500*	0.306	0	0.889	2.111
		Positive	2.500*	0.397	0	1.707	3.293
Black	Neutral	Negative	-1.500*	0.306	0	-2.111	-0.889
		Positive	1.000*	0.319	0.003	0.364	1.636
	Positive	Negative	-2.500*	0.397	0	-3.293	-1.707
		Neutral	-1.000*	0.319	0.003	-1.636	-0.364
	Negative	Neutral	-0.833*	0.306	0.008	-1.444	-0.222
		Positive	-2.417*	0.397	0	-3.21	-1.623
Red	Neutral	Negative	0.833*	0.306	0.008	0.222	1.444
		Positive	-1.583*	0.319	0	-2.22	-0.947
	Positive	Negative	2.417*	0.397	0	1.623	3.21
		Neutral	1.583*	0.319	0	0.947	2.22
	Negative	Neutral	0.5	0.306	0.107	-0.111	1.111
		Positive	0.333	0.397	0.405	-0.46	1.127
Blue	Neutral	Negative	-0.5	0.306	0.107	-1.111	0.111

		Positive	-0.167	0.319	0.603	-0.803	0.47
	Positive	Negative	-0.333	0.397	0.405	-1.127	0.46
		Neutral	0.167	0.319	0.603	-0.47	0.803
	Negative	Neutral	-1.083*	0.306	0.001	-1.694	-0.472
		Positive	-0.667	0.397	0.098	-1.46	0.127
champagne	Neutral	Negative	1.083*	0.306	0.001	0.472	1.694
		Positive	0.417	0.319	0.196	-0.22	1.053
	Positive	Negative	0.667	0.397	0.098	-0.127	1.46
		Neutral	-0.417	0.319	0.196	-1.053	0.22

Note: *indicates $P < 0.05$, with $p < 0.05$ being the statistically significant difference.

Key Findings from Effect Analysis

White clothing: Negative music scored significantly higher than neutral and positive music.

Pink clothing: Negative music had the lowest scores compared to other emotional types.

Black clothing: Negative > Neutral > Positive.

Red clothing: Positive > Neutral > Negative.

Champagne clothing: Negative scores were lower than both neutral and positive ($p = 0.098$).

Blue clothing: No significant difference in ratings between music emotions.

When categorized by warm and cool tones, the findings suggest:

Under positive music, warm-colored clothing (red, pink, champagne) had a higher matching score than cool or achromatic colors.

Under neutral music, low-saturation warm colors (champagne, pink) matched better than cool or achromatic colors.

Under negative music, non-colored tones (black, white) had higher matching scores than cool tones, which in turn had higher scores than warm tones.

The results align with the emotion mediation theory, which posits that emotional congruence between different sensory stimuli creates strong associations. Music and color share an emotional isomorphism, meaning that fast, major-key music is more likely to be associated with warm, saturated colors like red and yellow, which evoke high arousal and positive emotions. Conversely, slow, minor-key music is linked to unsaturated, darker colors like

blue-green, which express sadness and low arousal (Palmer et al., 2012).

The correlation between music speed and color tone confirms this association, demonstrating that warm colors align with high-arousal music, while cool and non-colored tones correspond to low-arousal music. The higher the emotional similarity between music and clothing color, the stronger their perceived matching. The study supports affective synesthesia (Collier, 1996), a cross-modal phenomenon where emotions serve as a bridge in linking sensory stimuli. Participants unconsciously mapped both music and color onto a shared emotional space, reinforcing their connection.

8. Discussion and Conclusion

This research consists of a preliminary experiment and two formal experiments to explore the connection between music and clothing color through emotional mediation. The pre-experiment examined the emotional characteristics of both music and clothing colors, confirming that music's emotional valence is strongly influenced by tempo—faster music tends to be more positive, while slower music is more negative. Clothing colors were found to evoke emotions based on warmth and tone, with warm colors expressing more positivity than cool or neutral colors.

Experiment 1 investigated the emotional connection between music and clothing colors. Results confirmed that music and clothing colors with similar emotional valence had a higher matching degree, supporting the emotion mediation hypothesis. Music with positive emotions aligned more with warm colors, while negative music corresponded with cool or neutral tones.

Experiment 2 examined how clothing color in the visual channel influenced emotional perception of music in the audio-visual channel. Findings showed that red clothing heightened emotional arousal in positive music, black increased arousal in negative music, and champagne had the strongest effect on neutral music. The higher the perceived emotional congruence between music and clothing color, the stronger the music's emotional arousal, confirming that clothing color plays a role in shaping the audience's emotional experience in dance performances.

Key Conclusions

Music and clothing color are linked through their emotional characteristics. Music's valence is primarily influenced by tempo, while clothing color is affected by warmth and tone. However, arousal levels in music were not significantly related to tempo, and clothing color arousal did not consistently align with tone.

The emotion mediation hypothesis is supported. Music and clothing colors with high emotional congruence are strongly correlated in their feature dimensions, reinforcing the connection through emotional perception.

Clothing color affects music arousal but not emotional classification. While the type of music itself had a greater influence on emotional perception, warm-colored clothing increased emotional arousal in positive music, while black in non-colored tones heightened arousal in negative music.

The influence of clothing color on music emotions in the visual channel is positively correlated with emotional congruence. Higher color-music congruence led to greater emotional arousal, reinforcing the emotion mediation hypothesis.

9. Research Limitations

The study faced several constraints, including:

Limited measurement tools: Due to hardware constraints, functional neuroimaging (EEG or ERP) was not used, limiting precise measurement of participants' real-time emotional responses.

Controlled stage environment: To isolate clothing color's effect, performances were recorded rather than conducted in a live setting, potentially reducing ecological validity.

Narrow classification of stimuli: Music was classified only by tempo, and clothing color only by tone, without considering factors such as brightness or saturation.

Single music genre: Only Chinese pipa compositions were used, which may not represent broader musical styles, limiting generalizability.

10. Future Research Directions

Future studies could integrate neuroimaging techniques to explore deeper psychological mechanisms behind color-music emotional interactions. Expanding the range of music stimuli (including Western compositions) and considering additional color attributes (brightness, saturation) would provide a more comprehensive understanding. This research

contributes to dance performance psychology by highlighting the role of visual factors in shaping emotional experience, offering practical insights for stage performers in costume selection to enhance audience engagement and emotional resonance.

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KEY DRIVERS OF INNOVATION PERFORMANCE: THE ROLE OF TECHNOLOGICAL ADOPTION, ORGANIZATIONAL KNOWLEDGE BUILDING, ADAPTIVE CAPABILITY, AND COLLABORATIVE INTEGRATION

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Abstract

This study examines the key drivers of innovation performance in Shenzhen's private enterprises, focusing on technology acquisition, organizational learning, adaptive capacity, and internal synergy. The research highlights that both internal and external technology acquisition significantly contribute to firm innovation, with internal R&D fostering core technological capabilities and external technology acquisition facilitating rapid technological advancement. Organizational learning and adaptive capacity play mediating roles, ensuring that acquired technologies are effectively absorbed and utilized for innovation. Additionally, internal synergy enhances cross-functional collaboration, further improving innovation efficiency. The study finds that while external technology acquisition alone does not guarantee improved performance, its integration with internal R&D, learning processes, and adaptability leads to sustained innovation. These findings provide theoretical contributions to enterprise innovation management and practical implications for firms seeking to enhance their competitive advantage in Shenzhen's dynamic business environment. The study also offers policy recommendations to support innovation through government incentives, industry collaboration, and investment in learning and adaptability.

Keywords: *Innovation performance, technology acquisition, organizational learning, adaptive capacity, technological competitiveness, enterprise innovation management*

1. Introduction

As globalization accelerates and technological advancements deepen, enterprise innovation has become a crucial driver of economic competitiveness. Improving innovation performance is a key concern for both businesses and researchers, as it directly influences corporate survival, economic growth, and social progress. Identifying the factors that shape innovation performance is therefore of great theoretical and practical significance.

Research has highlighted several key drivers of innovation, including technology acquisition, organizational learning, adaptability, and internal synergy. Studies show that these factors play a crucial role in fostering business innovation and maintaining competitiveness. For example, Bena and Li (2014) found that firms with extensive patent portfolios and lower R&D costs often drive mergers and acquisitions (M&A), leading to stronger post-merger innovation performance. Similarly, Hassan et al. (2014) identified 35 drivers of innovation performance in business models, emphasizing their role in corporate growth.

Technology acquisition, a fundamental element of innovation, includes both internal R&D and external technology sourcing. Internal R&D enables companies to develop new technologies and maintain a competitive edge through in-house expertise, while external technology acquisition—such as purchasing patents, technology transfers, and strategic alliances—helps businesses accelerate technological advancement. Companies like Huawei have enhanced their global competitiveness by forming partnerships with leading technology firms and continuously integrating new technologies.

Organizational learning is another key driver of innovation. Enterprises improve technological innovation and market resilience by fostering a culture of continuous learning, enhancing employee skills, and implementing structured knowledge management. Companies such as Google encourage open learning environments that drive creativity, Siemens strengthens employee expertise through comprehensive training programs, and Procter & Gamble enhances innovation efficiency through systematic knowledge sharing.

Adaptability is essential for maintaining competitiveness in dynamic markets. This includes market, technological, and organizational adaptability. Companies like Apple continuously adjust their strategies to align with shifting consumer demands, Tesla maintains technological leadership by integrating advanced electric vehicle and autonomous driving technologies, and Toyota optimizes lean production to enhance efficiency and responsiveness.

Internal synergy fosters innovation by strengthening collaboration across departments, functions, and management levels. Samsung enhances innovation capacity by promoting interdepartmental cooperation, Boeing accelerates product development through cross-functional collaboration, and Alibaba fosters seamless communication between executives and employees with a flat organizational structure.

In summary, sustained technological innovation and market competitiveness rely on strengthening technology acquisition, learning capabilities, adaptability, and internal synergy. Private enterprises in Shenzhen must recognize the significance of these factors and take proactive measures to enhance innovation performance. Doing so will contribute to China's long-term economic growth and social progress.

In an era of rapid globalization and technological development, corporate innovation is a key determinant of competitiveness and long-term success. Shenzhen, a leader in China's reform and innovation landscape, provides a valuable case for studying the factors influencing corporate innovation performance. This research draws on social capital theory and resource-based theory to examine the enablers of innovation, including technology acquisition, learning capability, adaptability, and internal collaboration.

Social capital theory suggests that resources embedded in social networks facilitate knowledge exchange, collaboration, and performance improvement (Adler & Kwon, 2002). It operates across three dimensions. The structural dimension emphasizes that firms can enhance technological acquisition by building networks with universities, research institutions, and supply chains (Feng et al., 2019). The relational dimension highlights the role of trust and reciprocity in accelerating technology transfer and knowledge sharing (Li et al., 2020). The cognitive dimension focuses on how shared goals and visions strengthen internal collaboration and learning, ultimately improving innovation efficiency (Zhou et al., 2021). Social capital theory underscores the importance of external networks and internal culture in driving innovation performance.

Resource-based theory (RBT) asserts that a firm's competitive advantage stems from its possession of unique, inimitable resources (Wernerfelt, 1984). Recent research has expanded this perspective to highlight resource dynamics and integration. Studies indicate that technology acquisition serves as a core resource, where combining external technology sourcing with internal R&D fosters long-term competitiveness (Wu et al., 2017). Learning capability is essential for transforming external knowledge into core competencies, with systematic knowledge management and employee training enhancing innovation potential (Chen et al.,

2020). Adaptability plays a crucial role in resource reallocation, enabling firms to respond swiftly to market shifts and technological advancements (Liu et al., 2021). Internal collaboration further optimizes resource utilization, minimizing redundancy and enhancing efficiency (Jiang et al., 2018).

Technology acquisition, as a cornerstone of innovation, encompasses both external collaborations and internal R&D. Shenzhen enterprises strengthen their competitive position through global technology partnerships and research integration (Sun et al., 2019; Zhang et al., 2022). Learning capabilities play a vital role in internalizing external knowledge. Organizational learning and knowledge management improve efficiency (Chen et al., 2020), while employee training accelerates knowledge absorption and application (Liu et al., 2021). A strong learning culture also enhances firms' ability to adapt to rapidly changing innovation environments.

Adaptive capacity is another key factor in sustaining innovation. According to Teece et al. (2007), firms must develop dynamic capabilities to restructure resources in response to external uncertainties. Research suggests that Shenzhen's private enterprises demonstrate high flexibility in adjusting to technological changes and market fluctuations (Liu et al., 2021).

Internal collaboration is crucial for optimizing innovation performance. Effective cross-departmental coordination integrates knowledge and resources, improving efficiency (Chen et al., 2023). Knowledge sharing and teamwork, supported by flat organizational structures, enhance overall innovation capabilities. By minimizing resource conflicts and improving synergy, firms can optimize their innovation processes.

Innovation performance is ultimately the outcome of technology acquisition, learning capability, adaptability, and internal collaboration. Studies highlight key performance indicators such as technological innovation output (Zhou et al., 2021), market share, and financial growth (Chen et al., 2020). By leveraging these factors, Shenzhen's private enterprises can maximize their innovation potential and maintain a leading position in an increasingly competitive and technology-driven global economy.

2. Problem Statement

Shenzhen, as the forefront of China's reform and opening-up, has experienced rapid economic development since the establishment of the Special Economic Zone in 1979. The success of its private enterprises has played a crucial role in sustaining this growth, with innovation performance serving as a key driver. Over time, the development of Shenzhen's private enterprises has evolved through three distinct phases: labor-intensive industries in the early years, capital-intensive industries in the 1990s and

early 2000s, and knowledge-intensive industries in the 21st century. Each phase reflects different approaches to technology acquisition, learning ability, adaptability, and internal synergy.

Despite growing attention to the factors influencing innovation performance, existing research often isolates these variables, lacking a comprehensive analysis of their interactions and mechanisms. Several research gaps remain: (1) the compound effects of technology acquisition, particularly the balance between external introduction and internal R&D, are not fully understood; (2) the mediating roles of learning ability and adaptability are often treated as static factors, overlooking their dynamic interaction; (3) the moderating effects of internal synergy at different levels—such as cross-departmental and cross-functional collaboration—require further exploration; and (4) the relationship between technology acquisition and internal collaboration in fostering innovation remains insufficiently studied.

To address these gaps, this study aims to develop an integrated framework that systematically examines how technology acquisition, learning ability, adaptability, and internal collaboration collectively influence firm innovation performance. It will explore the direct and indirect impacts of technology acquisition, the dynamic interaction between learning ability and adaptability, the hierarchical effects of internal synergy, and the interplay between technology acquisition and internal collaboration. By filling these gaps, the research will contribute to both theoretical advancements and practical insights for enhancing the innovation performance of Shenzhen's private enterprises, ultimately supporting sustainable economic growth.

3. Research Significance

This study aims to explore the key drivers of innovation performance in Shenzhen's private firms, focusing on the combined effects of technology acquisition, organizational learning, adaptive capacity, and internal synergy. By examining the interactions and causal relationships among these factors, the research holds both theoretical and practical significance.

From a theoretical perspective, the study contributes to enterprise innovation management by shifting from single-factor analysis to a comprehensive framework that integrates multiple influencing factors. It deepens the understanding of mediating and moderating variables, particularly the roles of organizational learning, adaptive capacity, and internal synergy in shaping innovation outcomes. Additionally, through large-scale surveys and field research, this study enhances empirical research by providing robust data and methodological insights. Practically, the study offers actionable recommendations for Shenzhen's private

enterprises to enhance innovation performance through diversified technology acquisition, strengthened learning capabilities, improved adaptability, and better internal collaboration. It also provides a valuable reference for policymakers in designing industrial and innovation-support policies that align with firms' needs. Furthermore, the study facilitates experience sharing among enterprises, fostering cooperation and industry-wide innovation. It also guides education and training institutions in developing targeted programs to enhance corporate innovation management. By bridging theoretical gaps and offering practical strategies, this research aims to support the long-term innovation and competitiveness of Shenzhen's private enterprises while providing insights applicable to firms across China.

4. Literature Review

The development of Shenzhen's private enterprises has progressed through three distinct stages, each reflecting different characteristics in technology acquisition, organizational learning, adaptive capacity, and internal synergy.

From 1979 to the early 1990s, Shenzhen's private sector was dominated by labor-intensive industries such as textiles, garments, and toys. During this period, enterprises primarily relied on external technology acquisition through partnerships with firms from Hong Kong and other regions while gradually enhancing their learning capabilities through imitation and adaptation.

From the early 1990s to the early 2000s, Shenzhen transitioned to capital-intensive industries, including electronics, telecommunications, and computers. Companies began investing in internal R&D while still leveraging external technology sources. Adaptive capacity became crucial, as firms needed to adjust their strategies in response to changing market demands.

From the early 21st century to the present, Shenzhen's private enterprises have become knowledge-intensive, focusing on sectors such as new energy, biomedicine, and the Internet. At this stage, internal R&D has become the primary method of technology acquisition, with firms emphasizing intellectual property development. Internal synergy, through team building and organizational learning, has played a key role in fostering innovation.

This historical evolution illustrates how Shenzhen's private enterprises have continuously adapted to market demands, transitioning from labor-intensive to knowledge-intensive industries through technological innovation and industrial upgrading. The combined effects of technology acquisition, organizational learning, adaptive capacity, and internal synergy have been instrumental in driving

innovation and maintaining Shenzhen's economic prominence.

Research on enterprise innovation performance has explored the role of technology acquisition, R&D investment, and knowledge spillovers. Yan and Chi (2013) analyzed how R&D investment and technology acquisition modes influence innovation performance. They found that independent R&D positively moderates innovation, while collaborative R&D may yield diminishing returns due to high transaction costs. Additionally, external technology acquisition through patents and knowledge transfer enhances innovation performance when strategically integrated with internal capabilities.

Audretsch and Belitski (2020) examined the complementary relationship between R&D and knowledge spillovers, emphasizing that knowledge-sharing networks significantly impact productivity. Their study found that while R&D investment is crucial for innovation, external knowledge spillovers contribute more to overall productivity enhancement.

Wang et al. (2014) investigated the role of entrepreneurial orientation in technological innovation, highlighting how knowledge acquisition and integration mediate the impact of entrepreneurship on firm innovation. Their findings emphasize that firms leveraging systematic knowledge management can transform external resources into competitive advantages.

These studies collectively suggest that firms should integrate internal R&D with external technology acquisition while fostering organizational learning and internal collaboration to enhance innovation performance.

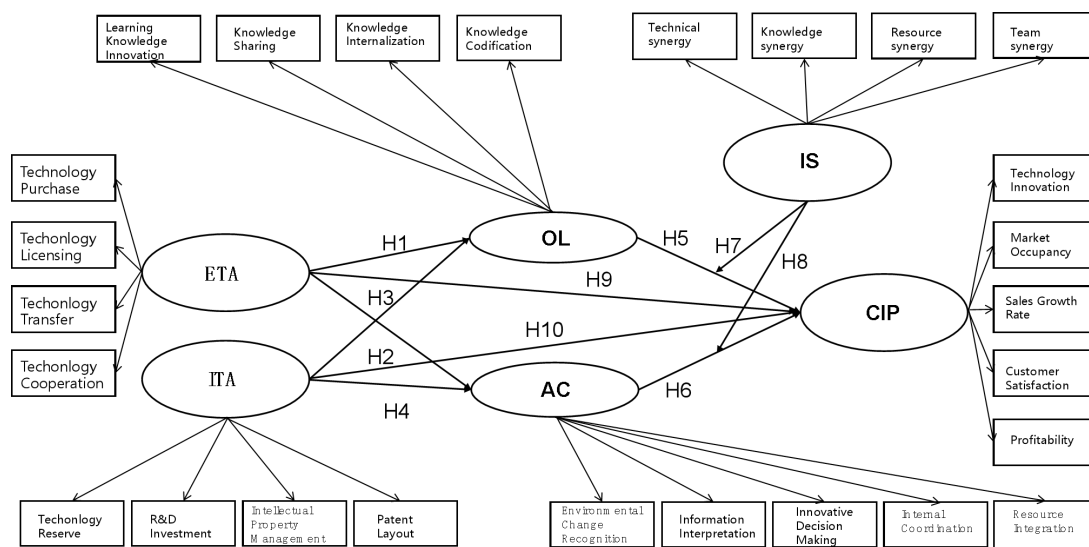
Existing literature on technology acquisition and innovation performance highlights the importance of balancing external and internal R&D. Wesley (1990) emphasized that firms with limited resources should utilize external technology acquisition to enhance competitiveness, shifting from cost-based competition to value-driven innovation. Scholars such as Caloghirou and Berchicci argue that internal and external R&D are complementary, improving innovation performance when integrated effectively.

March (1991) introduced the exploration-exploitation framework, illustrating how firms must balance searching for new knowledge (exploration) and refining existing capabilities (exploitation) to sustain innovation. His findings suggest that firms overly focused on exploration face high costs, while those prioritizing exploitation may struggle to adapt to market changes.

Recent studies also explore the role of internal synergy in driving innovation. Cao and Zhang (2021) found that cross-functional collaboration enhances technological development, while Zhou et al. (2021) linked internal synergy to improved patent output and financial performance.

Overall, the literature underscores that technology acquisition, organizational learning, adaptability, and internal synergy must be strategically integrated to maximize innovation performance. Shenzhen's private enterprises, given their historical trajectory, exemplify the successful adaptation of these factors in response to evolving industrial demands.

5. Conceptual Framework



6. Research Methodology

Shenzhen, as a leading hub of China's reform and opening-up, has a diverse private enterprise sector spanning manufacturing, information technology, and services. The city's manufacturing sector, covering electronics, communications, and machinery, is known for its advanced production capabilities and ongoing transition toward smart manufacturing. The information technology industry, including global giants like Huawei and Tencent, has positioned Shenzhen at the forefront of technological innovation. Meanwhile, the service sector, driven by finance, logistics, e-commerce, and tourism, plays a crucial role in supporting overall economic development.

For this study, the research population consists of employees from Shenzhen's private enterprises, estimated at approximately 2.62 million firms. To ensure statistical validity in Structural Equation Modeling (SEM), a minimum sample size of 200 is recommended (Kline, 2016). However, given the complexity of the model and to enhance reliability, a total sample size of 400 was chosen. This aligns with Cochran's (1963) formula for determining sample size at a 95% confidence level with $\pm 5\%$ precision,

which suggests a minimum of 385 respondents.

The research sample is drawn from 50 private enterprises across manufacturing, information technology, and service industries. Participants include top executives, middle management, and general employees to provide a comprehensive view of enterprise-level practices in technology acquisition, organizational learning, adaptive capacity, and internal synergy. Ensuring a balanced distribution among different enterprise levels enhances the representativeness and depth of the study.

While larger sample sizes improve representativeness, excessive sample sizes may introduce inefficiencies in data collection. The selected sample of 400 respondents strikes a balance between statistical rigor and practical feasibility, ensuring reliable insights without unnecessary resource expenditure.

7. Conclusion

The study concludes that technology acquisition, both internal and external, plays a crucial role in enhancing the innovation performance of private enterprises in Shenzhen. Internal R&D strengthens core competencies, while external technology acquisition facilitates rapid technological advancement and market competitiveness. However, the effectiveness of technology acquisition depends on organizational learning and adaptive capacity, which mediate the transformation of acquired knowledge into innovation outcomes. Internal synergy further supports this process by enhancing cross-functional collaboration and knowledge integration, ensuring that technological resources are effectively utilized. While external technology acquisition alone does not directly translate into improved performance, its integration with internal R&D, learning capabilities, and adaptability significantly enhances innovation. The findings suggest that Shenzhen's private enterprises must balance technology acquisition strategies, strengthen internal learning mechanisms, and foster adaptability to sustain competitiveness. These insights provide valuable implications for both business strategies and policymaking to support innovation-driven growth.

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EXPLORING THE NEXUS BETWEEN PERFORMANCE MANAGEMENT SYSTEMS AND INTELLECTUAL CAPITAL: INSIGHTS FROM CHINESE HIGHER EDUCATION INSTITUTIONS: A CONCEPTUAL STUDY

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ABSTRACT

China's higher education sector has undergone significant transformation, driven by reforms aimed at enhancing global competitiveness and fostering innovation. Despite achieving remarkable milestones in research output and global rankings, challenges persist, particularly in aligning performance management systems (PMS) with the development of intellectual capital (IC). This study investigates the mediating role of IC, comprising human, structural, and relational capital, in the relationship between PMS and organizational performance.

Keywords: *Higher education, innovation, performance management system, intellectual capital*

INTRODUCTION

The rapid evolution of the global knowledge economy has significantly altered the landscape of higher education institutions (HEIs). As these institutions strive for excellence, the integration of effective performance management systems (PMS) and the development of intellectual capital (IC) have emerged as critical enablers of organizational success. The nexus between PMS and IC is particularly significant in determining the efficiency and global competitiveness of HEIs. This study investigates the mediating role of IC in the relationship

between PMS and organizational performance, situating its context in the Chinese higher education sector, which has undergone profound reforms to compete internationally. Given China's ambitious higher education reforms, examining the role of PMS and IC offers insights into their effectiveness in achieving sustainable performance improvements.

China's higher education system has emerged as one of the most expansive and rapidly evolving systems globally, driven by significant reforms and investments aimed at enhancing its global competitiveness. Over the past few decades, the country has transitioned from an elite higher education model to a massified system, with more than 3,000 universities enrolling over 44 million students as of 2022 (Ministry of Education of the People's Republic of China, 2023). This transformation has been underpinned by initiatives like Project 211, Project 985, and the Double First-Class Initiative, which focus on creating world-class universities and research programs (Yang et al., 2019).

These reforms are set against the backdrop of China's broader economic and social development goals, including becoming a global innovation leader. The higher education sector plays a pivotal role in this strategy, acting as a key driver of research, innovation, and talent development. The Gross Enrollment Ratio (GER) for higher education rose from 3% in the 1990s to 57.8% in 2022, reflecting the dramatic increase in access and participation (National Bureau of Statistics, 2023). Despite these advances, achieving excellence across the sector remains a formidable challenge.

One critical factor in advancing higher education performance in China is the effective implementation of performance management systems (PMS). PMS in Chinese higher education institutions (HEIs) is primarily influenced by government policies, with a strong focus on quantitative metrics such as graduation rates, publication counts, and funding levels (Zhao et al., 2021). These metrics are integral to China's centralized evaluation and ranking systems, which serve as tools for accountability and resource allocation. However, such metrics often fail to capture qualitative dimensions, including innovation, interdisciplinary research, and societal contributions (Li et al., 2020).

LITERATURE REVIEW

The Balanced Scorecard (BSC), developed by Kaplan and Norton (2004), provides a

multidimensional framework for assessing organizational performance. It integrates financial and non-financial metrics across four key dimensions: financial outcomes, customer satisfaction, internal processes, and learning and growth. In the context of higher education institutions (HEIs), the BSC is particularly useful for evaluating outcomes beyond financial metrics, such as teaching quality, research impact, and community engagement. By aligning institutional activities with strategic objectives, the BSC supports the implementation of performance management systems (PMS) that emphasize holistic and sustainable performance. However, while the BSC is effective for integrating diverse performance metrics, its generic nature may require significant adaptation to address the unique attributes of HEIs, such as the critical role of intellectual capital (IC) in driving innovation and knowledge dissemination.

Performance management systems (PMS) are integral to driving organizational performance by aligning institutional activities with strategic goals. PMS frameworks in higher education institutions (HEIs) provide structured mechanisms for planning, monitoring, and evaluating performance across dimensions such as teaching quality, research productivity, and community engagement. Kaplan and Norton's (2004) Balanced Scorecard (BSC) framework highlights that PMS can optimize institutional performance by focusing on critical performance areas, including internal processes, innovation, and customer (or stakeholder) satisfaction.

Empirical evidence supports the positive impact of PMS on organizational performance in HEIs. For example, Ilias et al. (2016) found that robust PMS frameworks improve transparency, resource allocation, and accountability in public universities. Similarly, Zhao et al. (2020) demonstrated that Chinese HEIs with well-designed PMS showed superior performance in areas such as publication impact, international collaborations, and graduate employability. However, challenges such as overemphasis on quantitative metrics, rigid state control, and limited adaptability to local contexts may hinder the effectiveness of PMS in achieving broader organizational goals (Li et al., 2019).

CONCLUSION

This chapter presented the results of the quantitative analysis, demonstrating the validity and

reliability of the measurement model and confirming the hypothesized relationships through the structural model. The findings provide robust empirical evidence for the positive effects of PMS on organizational performance, both directly and indirectly through IC. These results highlight the critical role of IC as a mediator, reinforcing its importance as a strategic resource for HEIs. The next chapter will discuss these findings in detail, explore their theoretical and practical implications, and provide recommendations for future research and practice.

The PLS-SEM analysis followed a two-step process:

This step evaluates the reliability and validity of the constructs. Reliability is assessed using Cronbach's alpha and composite reliability (CR), with thresholds of 0.7 or higher indicating acceptable internal consistency. Convergent validity is assessed through average variance extracted (AVE), which should exceed 0.5 for each construct. Discriminant validity is evaluated using the Fornell-Larcker criterion, ensuring that the square root of the AVE for each construct is greater than its correlation with other constructs. This step tests the hypothesized relationships between the variables. Path coefficients, significance levels, and R^2 values are analyzed to determine the strength and predictive power of the relationships. Mediation analysis is conducted using bootstrapping to estimate indirect effects and confidence intervals.

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EXPLORING THE NEXUS BETWEEN PERFORMANCE MANAGEMENT SYSTEMS AND INTELLECTUAL CAPITAL: INSIGHTS FROM CHINESE HIGHER EDUCATION INSTITUTIONS: AN EMPIRICAL STUDY

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ABSTRACT

Situating the research within the context of Chinese higher education institutions (HEIs), the study highlights the interplay of centralized governance, quantitative metrics, and global aspirations. Using a conceptual framework tailored to China's unique socio-political dynamics, the research identifies critical gaps and offers insights into how PMS and IC can drive sustainable improvements. Findings provide actionable recommendations for policymakers and institutional leaders to enhance PMS frameworks and leverage IC for achieving excellence, fostering innovation, and addressing regional disparities in the sector.

Keywords: *Higher education, innovation, performance management system, intellectual capital*

INTRODUCTION

At the intersection of PMS and institutional performance lies the role of intellectual capital (IC), encompassing human, structural, and relational capital. Human capital in HEIs includes faculty expertise, student knowledge, and leadership capabilities, all of which are critical for driving innovation and learning outcomes. Programs like the Thousand Talents Plan aim to attract top global talent, but challenges such as retention, regional disparities, and skill mismatches persist (Chen et al., 2020). Structural capital, comprising infrastructure, intellectual property, and internal processes, has been bolstered by investments in

state-of-the-art facilities and technology. Despite this, the efficient utilization of these assets is hindered by bureaucratic inefficiencies and uneven resource distribution (Wang et al., 2018). Relational capital, involving partnerships with industries, government, and international organizations, has expanded significantly, as evidenced by collaborations with global universities. Yet, cultural and institutional barriers often limit the depth and sustainability of these partnerships (Huang et al., 2021).

The adoption of PMS frameworks in China is further influenced by cultural and institutional factors. Unlike Western systems, which prioritize autonomy and market mechanisms, Chinese HEIs operate within a Confucian framework that values collective goals and alignment with state priorities (Zhang et al., 2019). While this ensures alignment with national objectives, it can also constrain institutional autonomy and innovation. Moreover, the emphasis on international rankings, such as the QS and Times Higher Education rankings, has driven a narrow focus on metrics like publication impact and citations, often at the expense of teaching quality and community engagement (Marginson, 2018).

Despite significant advances, research on the interplay between PMS, IC, and performance in Chinese HEIs remains limited. Existing studies often examine these elements in isolation or adapt frameworks developed in Western contexts. This approach overlooks the unique socio-political dynamics of China's higher education system, where state control, cultural norms, and global aspirations converge. Addressing these gaps requires a comprehensive and context-specific understanding of how PMS and IC interact to influence organizational performance.

Chinese higher education institutions (HEIs) have achieved remarkable milestones in global rankings and research output, but disparities persist across the system. While elite institutions like Tsinghua University and Peking University are ranked among the top 50 globally, regional universities often struggle to meet even domestic benchmarks (QS World University Rankings, 2023). This uneven performance raises critical concerns about the effectiveness of performance management systems (PMS) in driving sustainable development across the sector.

The design and implementation of PMS in Chinese HEIs are heavily influenced by state policies. Metrics such as publication counts, patent filings, and student enrollment rates

dominate evaluations, reflecting the government's emphasis on measurable outcomes (Ministry of Education, 2022). However, this quantitative approach often incentivizes short-term gains, such as excessive focus on quantity over quality in research outputs, and neglects critical aspects like interdisciplinary collaboration, community engagement, and long-term capacity building (Wang et al., 2019). Moreover, rigid centralized policies limit the ability of HEIs to tailor PMS frameworks to their unique contexts, stifling innovation and adaptability.

Another persistent challenge is the underutilization of intellectual capital (IC) within Chinese HEIs. Human capital faces significant disparities, with top-tier institutions attracting the majority of high-caliber talent, while regional universities struggle to recruit and retain qualified faculty (Zhao et al., 2020). Despite programs like the Young Thousand Talents Plan, issues such as brain drain, lack of academic freedom, and limited professional development opportunities remain unresolved (Li et al., 2019). Structural capital investments, including research infrastructure and digital platforms, are often unevenly distributed, with rural and less-established institutions lagging behind (Chen et al., 2021). Relational capital, vital for fostering partnerships and enhancing reputation, is hindered by institutional silos and limited integration with global networks (Huang et al., 2020).

The significance of this study lies in its ability to bridge critical gaps in the understanding of performance management systems (PMS) and intellectual capital (IC) within the unique socio-political and economic context of Chinese higher education institutions (HEIs). Theoretically, the research contributes to the broader discourse on how PMS frameworks influence IC development and, in turn, enhance organizational performance. By focusing on China, the study provides insights into how centralized governance, cultural values, and global competition shape the implementation and outcomes of PMS. This theoretical contribution is particularly important as most existing frameworks are developed in Western contexts, leaving a void in understanding how these systems operate in state-controlled and rapidly evolving environments like China.

LITERATURE REVIEW

Performance management systems (PMS) are strategic frameworks used to align an

organization's activities with its objectives, ensuring efficiency and effectiveness in achieving desired outcomes. Originating from private sector practices, PMS has been widely adopted in public institutions, including HEIs, where it plays a critical role in managing performance across teaching, research, and community engagement. PMS encompasses planning, monitoring, evaluation, and feedback mechanisms to ensure that organizational goals are met (Hvidman & Andersen, 2014). In HEIs, these systems integrate quantitative and qualitative metrics, including academic output, student satisfaction, and societal contributions, to evaluate performance holistically (Kaplan & Norton, 2004).

Intellectual capital (IC) represents the intangible assets that contribute to an organization's value creation and competitive advantage. IC is broadly categorized into three components: human capital, structural capital, and relational capital (Stewart, 1997; Edvinsson & Malone, 1997). In the context of HEIs, IC encompasses the knowledge, infrastructure, and external relationships that drive academic and research excellence.

Organizational performance in HEIs refers to the measurable outcomes achieved in areas such as teaching, research, and societal contributions. Unlike private sector organizations, where performance is often evaluated based on financial metrics, HEIs employ a broader range of indicators to capture their multifaceted goals (Altbach, 2015). These indicators include academic excellence, research productivity, student satisfaction, and community impact.

In Chinese HEIs, organizational performance is assessed through both national and international frameworks. Domestically, the Ministry of Education mandates performance evaluations based on criteria such as graduate employability, research funding, and societal impact (Ministry of Education, 2022). Internationally, institutions are evaluated against global ranking metrics, including citation impact, faculty-student ratios, and internationalization. While these frameworks provide valuable benchmarks, they often prioritize quantitative metrics, leading to a narrow focus on areas like publication counts and grant acquisition (Zhao et al., 2020).

PMS also plays a critical role in developing intellectual capital (IC), which encompasses human, structural, and relational capital. An effective PMS creates an enabling environment for talent development, resource optimization, and stakeholder engagement, which are fundamental to IC. For instance, PMS frameworks that incentivize faculty development, foster

interdisciplinary research, and promote collaboration with external partners contribute to building human, structural, and relational capital (Secundo et al., 2018).

Studies have shown that PMS supports IC development by facilitating knowledge creation and dissemination. Deschamps and Mattijs (2018) revealed that PMS fosters organizational learning and enhances IC in knowledge-intensive sectors. In the context of Chinese HEIs, initiatives such as performance-based funding and strategic planning systems have been instrumental in improving IC dimensions. However, the rigid and quantitative nature of PMS in China often limits its potential to fully harness IC, particularly in areas like relational capital, where qualitative aspects like trust and reputation play a significant role (Huang et al., 2021).

METHODOLOGY

This study employs a quantitative, cross-sectional research design to test the hypothesized relationships between PMS, IC, and organizational performance. A quantitative approach is suitable for examining the structural relationships among the variables, as it allows for statistical testing and generalization of findings. A cross-sectional design was chosen to capture data at a single point in time, enabling an efficient analysis of the current state of PMS and IC in Chinese HEIs.

The research model integrates PMS as an independent variable, IC as a mediating variable, and organizational performance as the dependent variable. This mediation model is tested using partial least squares structural equation modeling (PLS-SEM), a robust statistical technique for analyzing complex relationships between latent variables.

The measurement of variables in this study was based on well-established scales from the literature, tailored to the context of Chinese HEIs. PMS was measured using a 10-item scale that assessed strategic communication, performance monitoring, reward systems, and resource allocation. This scale was adapted from frameworks developed by Hvidman and Andersen (2014) and Kaplan and Norton (2004). Intellectual capital was measured using a comprehensive 41-item scale that captures human, structural, and relational capital dimensions. The human capital subscale focused on faculty expertise and innovation, structural capital measured organizational processes and technological infrastructure, and relational capital assessed the strength of external partnerships and stakeholder relationships.

This scale was adapted from the work of Córcoles et al. (2013). Organizational performance was measured using an 8-item scale based on the framework of Duygulu et al. (2016), which evaluates outcomes in teaching, research, community engagement, and financial sustainability. These validated scales ensure the reliability and accuracy of the data collected.

To analyze the collected data, several statistical techniques were employed. First, descriptive statistics, including means, standard deviations, and frequency distributions, were calculated to summarize the demographic characteristics of respondents and their responses to the survey items. Next, reliability and validity of the measurement scales were assessed. Reliability was evaluated using Cronbach's alpha and composite reliability (CR), with values exceeding the threshold of 0.7 indicating acceptable internal consistency. Validity was tested through the average variance extracted (AVE) for convergent validity, ensuring that AVE values exceeded 0.5. Discriminant validity was confirmed using the Fornell-Larcker criterion to demonstrate that constructs were distinct from one another.

To test the hypothesized relationships, PLS-SEM was employed. This technique is particularly suitable for models with latent variables and does not impose strict assumptions about data distribution. The analysis involved two stages: first, assessing the measurement model to confirm reliability and validity, and second, testing the structural model to examine direct and indirect relationships among PMS, IC, and organizational performance. The mediation effects of IC were analyzed using bootstrapping techniques, which provide confidence intervals for indirect effects. Model fit was assessed using the standardized root mean square residual (SRMR), with values below 0.08 indicating a good fit. Path coefficients, R^2 values, and effect sizes (f^2) were also evaluated to interpret the strength and significance of the relationships.

A purposive sampling method was used to select participants from diverse institutions, including elite and regional universities, with a sample size of at least 200 respondents. The survey instrument was adapted from validated scales in existing literature and measured PMS, IC, and organizational performance using a five-point Likert scale. PMS was assessed across dimensions such as strategic communication, performance monitoring, reward systems, and resource allocation. IC was measured in three components: human capital, structural capital, and relational capital. Organizational performance was evaluated based on teaching quality,

research output, community engagement, and financial outcomes.

Data analysis was conducted using partial least squares structural equation modeling (PLS-SEM), a robust technique for evaluating complex relationships between latent variables. Reliability and validity of the measurement model were assessed using Cronbach's alpha, composite reliability, and average variance extracted (AVE). Structural model testing included mediation analysis to examine the indirect effects of IC on the PMS-organizational performance relationship.

While the methodology ensures a rigorous investigation, the chapter acknowledged certain limitations, including the cross-sectional design's inability to establish causality, potential biases from self-reported data, and limited generalizability due to purposive sampling. Nonetheless, the methodological framework provides a robust foundation for testing the hypotheses and generating empirical insights into the dynamics of PMS, IC, and organizational performance in Chinese HEIs. The next chapter will present the results and analysis of the data collected, further elaborating on the study's theoretical and practical implications.

RESULTS

A quantitative approach was adopted for this study as it provides a robust framework for testing hypotheses and analyzing relationships among variables in a systematic and objective manner. Quantitative research is particularly suitable for studies like this, which aim to identify causal relationships and mediation effects. By utilizing structured survey data, the study was able to capture the perceptions and experiences of a large sample of participants, ensuring the generalizability and reliability of the findings. Moreover, quantitative methods enable precise measurement of variables and allow for statistical testing of their relationships, which is essential for establishing empirical evidence.

The use of a structured questionnaire ensured that the data collection process was standardized, reducing potential biases and facilitating comparisons across responses. The large sample size and diverse respondent pool, drawn from various HEIs across China, further enhanced the validity of the findings. Additionally, the study's focus on mediation analysis necessitated the use of quantitative techniques that could simultaneously test direct

and indirect effects among variables. Thus, a quantitative approach was deemed the most appropriate method for achieving the study's objectives and answering its research questions. The findings validate the study's theoretical framework, providing empirical support for the hypothesized relationships. The direct positive relationship between PMS and organizational performance underscores the importance of robust performance management frameworks in enhancing HEI outcomes. The significant impact of PMS on IC highlights its role in fostering human, structural, and relational capital, which are critical for institutional success. The strong mediation effect of IC suggests that it acts as a strategic enabler, translating PMS-driven initiatives into measurable performance improvements. These findings align with the Knowledge-Based View (KBV) of the firm, emphasizing the importance of intangible assets and knowledge management in achieving sustainable competitive advantage.

The results also reveal critical insights for Chinese HEIs. The significant role of PMS in developing IC underscores the need for targeted policies and practices that support talent development, infrastructure optimization, and external collaborations. Furthermore, the mediation effect of IC highlights the importance of investing in intangible resources to amplify the benefits of performance management initiatives.

While this study provides valuable insights into the relationships among performance management systems (PMS), intellectual capital (IC), and organizational performance in Chinese higher education institutions (HEIs), several limitations must be acknowledged. First, the cross-sectional design used in this study captures data at a single point in time, limiting the ability to infer causality between variables. Although the findings highlight significant relationships, longitudinal studies are needed to explore how PMS influences IC development and how these changes impact organizational performance over time. Additionally, this study relied on self-reported data from HEI personnel, which may be subject to social desirability bias or response exaggeration. Future research could enhance validity by triangulating survey data with objective institutional metrics, such as publication records, funding levels, or student satisfaction indices.

Another limitation is the use of a purposive sampling method, which, while effective in targeting knowledgeable respondents, may limit the generalizability of the findings. The unique socio-political context of Chinese HEIs further restricts the applicability of these

results to other countries or regions. Replicating this study in different cultural and institutional settings would help evaluate the generalizability of the theoretical framework and provide comparative insights. Moreover, the study primarily focused on quantitative metrics to examine relationships among variables, which may have overlooked qualitative aspects, such as trust, collaboration, and the cultural nuances influencing relational capital. Adopting mixed-methods approaches in future research could capture the richness and complexity of PMS and IC dynamics.

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GREEN INTELLECTUAL CAPITAL AND GREEN INNOVATION PERFORMANCE: MEDIATING ROLE OF CORPORATE SOCIAL RESPONSIBILITY AND KNOWLEDGE MANAGEMENT: A CONCEPTUAL STUDY

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ABSTRACT

China's rapid economic development over the past few decades has significantly transformed its economic and social landscape, but this growth has also come at a high environmental cost. To address these challenges, industries, including the wine sector, are increasingly adopting sustainable practices. This study explores the role of Green Intellectual Capital (GIC) in enhancing Green Innovation Performance (GIP) in the Chinese wine industry, which is confronted with environmental pressures such as resource scarcity, pollution, and the need to comply with stringent regulations. GIC, consisting of green human, structural, and relational capital, is essential for fostering sustainable innovation by leveraging environmental knowledge, sustainable organizational practices, and collaborative partnerships.

Keywords: *Green Intellectual Capital, Green Innovation Performance, sustainable innovation*

INTRODUCTION

China's rapid economic development over the past few decades has fundamentally transformed its economic and social landscape (Yurui et al., 2021). This transformation, however, has not been without significant environmental costs. Rapid industrialization,

urbanization, and an ever-growing population have exerted immense pressure on natural resources, resulting in air and water pollution, deforestation, and carbon emissions. These environmental challenges necessitate a shift toward sustainable practices that balance economic growth with ecological preservation. This balancing act is particularly vital in industries reliant on natural resources, where environmental degradation poses a direct threat to both profitability and long-term viability. Within this context, the Chinese government has become a global advocate for green development, emphasizing the need for innovation and sustainability as central tenets of its economic strategy (W. Huang et al., 2022).

As a cornerstone of China's policy framework, stringent environmental regulations and initiatives, such as the implementation of the Green Development Policy and the Belt and Road Initiative's emphasis on sustainability, are setting benchmarks for industries to achieve environmental compliance (M.-x. Huang & Li, 2020). These policies have led to heightened scrutiny of organizational practices, creating an environment where companies are not only expected but also incentivized to adopt green strategies. In parallel, the rise in environmental consciousness among consumers is altering market dynamics. Increasingly, Chinese consumers are favoring brands that demonstrate ecological responsibility, further pressuring organizations to align their operations with sustainable principles. This dual force of regulatory compliance and consumer demand presents a unique challenge to industries, particularly those that are deeply intertwined with natural resource management.

The Chinese wine industry, while not as globally recognized as its counterparts in Europe, Australia, or the Americas, has been growing steadily in terms of both production and consumption (Palla, 2021). This growth is fueled by a burgeoning middle class and evolving consumer preferences for high-quality and diverse wine offerings. Although the industry is relatively nascent compared to traditional wine-producing regions, its potential for expansion and innovation is undeniable. Wine production in China is concentrated in regions like Ningxia, Shandong, and Xinjiang, where unique climatic and geographical conditions allow for the cultivation of distinctive grape varieties. Despite these advantages, the industry is faced with pressing environmental challenges, including water scarcity, land degradation, and the impacts of climate change, which threaten the long-term sustainability of wine production.

In this scenario, the concept of Green Intellectual Capital (GIC) emerges as a critical framework for addressing the environmental challenges and leveraging opportunities within the Chinese wine industry (Martínez-Falcó, Sánchez-García, Marco-Lajara, & Lee, 2024). GIC is a composite construct that integrates human, structural, and relational capital with an explicit focus on environmental sustainability. It underscores the role of intangible resources—such as environmental expertise, organizational culture, and stakeholder relationships—in fostering green innovation and achieving competitive advantages. Within the wine industry, GIC translates into initiatives like sustainable viticulture practices, eco-friendly production processes, and strategic collaborations with environmentally conscious stakeholders.

The first dimension of GIC, green human capital, refers to the environmental knowledge, skills, and values possessed by employees. In the context of Chinese wineries, this might involve training programs to enhance employees' understanding of sustainable agricultural techniques, waste management, and energy conservation (Martínez-Falcó, Sánchez-García, Marco-Lajara, & Millán-Tudela, 2024). By equipping workers with specialized knowledge and competencies, organizations can drive innovation at the ground level, ensuring that sustainability is embedded in daily operations. For instance, adopting water-efficient irrigation systems or organic farming practices can significantly reduce the environmental footprint of wine production while simultaneously improving product quality and marketability.

LITERATURE REVIEW

For this study, the Natural Resource-Based View (NRBV) serves as an appropriate theoretical framework to explain the interplay between Green Intellectual Capital (GIC) and Green Innovation Performance (GIP) within the Chinese wine industry. Developed by Hart (1995), the NRBV is an extension of the Resource-Based View (RBV) of the firm, which posits that a firm's competitive advantage is derived from its unique resources and capabilities (Muafi, Salsabil, Johan, & Zahra, 2023). The NRBV specifically emphasizes the importance of environmental resources and sustainability-focused capabilities, offering a robust lens for analyzing how firms achieve economic and environmental performance by leveraging their

intangible assets.

The NRBV is founded on three interconnected strategic capabilities that contribute to a firm's sustainable competitive advantage: pollution prevention, product stewardship, and sustainable development. Each of these capabilities aligns closely with the objectives of GIC and GIP in resource-intensive industries like wine production (Lau & Wong, 2024). Within the Chinese context, where stringent environmental regulations and consumer demand for sustainability are driving organizational behavior, the NRBV provides an insightful framework to contextualize the relationship between environmental resources, intellectual capital, and innovation.

The NRBV also provides a theoretical foundation for understanding the roles of Corporate Social Responsibility (CSR) and Knowledge Management (KM) as mediating variables in the GIC-GIP relationship. CSR, as a manifestation of a firm's commitment to sustainable practices, complements the NRBV's emphasis on sustainable development and product stewardship (Martínez-Falcó, Marco-Lajara, Zaragoza-Sáez, & Millán-Tudela, 2023). By integrating CSR initiatives into their operations, Chinese wineries can enhance their market reputation, attract eco-conscious consumers, and align with government policies promoting sustainability. Similarly, KM is essential for leveraging GIC effectively (Khan, Mehmood, & Kwan, 2024). The NRBV highlights the importance of knowledge sharing, learning, and innovation in achieving pollution prevention and sustainable development. Through robust KM practices, wineries can harness their green human, structural, and relational capital to drive green innovation.

Green human capital (GHC), a sub-dimension of Green Intellectual Capital (GIC), refers to the knowledge, skills, attitudes, and competencies of employees that are specifically oriented toward environmental sustainability and ecological innovation. The growing emphasis on sustainable development and green innovation in contemporary business practices has elevated the importance of GHC in organizational strategies (Benevene, Buonomo, Kong, Pansini, & Farnese, 2021). As businesses increasingly seek to integrate environmental considerations into their operations, GHC emerges as a critical driver for fostering innovation, reducing environmental footprints, and achieving competitive advantages.

Green Innovation Performance (GIP) has emerged as a critical concept in sustainability

research and practice, particularly in industries where environmental sustainability is both a regulatory necessity and a market opportunity (Akhtar et al., 2024). GIP refers to an organization's ability to develop and implement product, process, or managerial innovations that minimize environmental impact while achieving economic and competitive advantages. In the context of this study, which explores the Chinese wine industry, GIP is particularly significant as wineries face growing pressures to balance environmental stewardship with business growth. This literature review examines the key dimensions, drivers, and outcomes of GIP, emphasizing its relationship with Green Intellectual Capital (GIC) and its mediators—Knowledge Management (KM) and Corporate Social Responsibility (CSR).

CONCLUSION

After conducting a statistical analysis, it becomes clear that all the tested hypotheses have been justified. It means, a significant and positive relationship has been existed among green human capital and green innovative performance under the significant mediating role of knowledge management and corporate social responsibility in China.

While this study relied on quantitative methods, future research could incorporate qualitative approaches, such as case studies, interviews, or focus groups, to gain a deeper understanding of the processes and experiences underlying the relationships studied. This mixed-methods approach could provide richer insights into the mechanisms driving green innovation.

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GREEN INTELLECTUAL CAPITAL AND GREEN INNOVATION PERFORMANCE: MEDIATING ROLE OF CORPORATE SOCIAL RESPONSIBILITY AND KNOWLEDGE MANAGEMENT: AN EMPIRICAL STUDY

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ABSTRACT

The research also investigates the mediating roles of Knowledge Management (KM) and Corporate Social Responsibility (CSR) in the relationship between GIC and GIP. By analyzing how these factors interact, the study highlights the importance of integrating green human capital, innovative infrastructures, and stakeholder relationships to achieve environmental goals. The findings provide both theoretical insights and practical strategies for wineries, offering actionable recommendations for enhancing green innovation through the effective utilization of GIC, KM, and CSR. This research not only advances the understanding of sustainable business practices in emerging markets but also offers a model for other industries that rely heavily on natural resources. Additionally, the study contributes to policy development, suggesting ways to align industry practices with China's broader environmental goals, such as carbon neutrality by 2060.

Keywords: *Green Intellectual Capital, Green Innovation Performance, sustainable innovation*

INTRODUCTION

Studying Green Intellectual Capital (GIC) and its impact on Green Innovation Performance (GIP) in the Chinese wine industry provides a unique opportunity to explore sustainable business practices within an emerging market. China, with its status as one of the

world's fastest-growing economies, offers a distinct and dynamic context characterized by unique cultural, institutional, and market dynamics. These factors make the Chinese market a compelling environment for examining how businesses navigate sustainability challenges while leveraging green intellectual capital for competitive advantage.

The Chinese context stands out due to its rapid industrialization, increasing environmental awareness, and government-led initiatives toward a greener economy. The country's policies, such as its commitment to carbon neutrality by 2060, reflect a strong focus on sustainability, which aligns closely with global trends such as the United Nations' Sustainable Development Goals (SDGs). By situating research on GIC and GIP within this context, we can gain insights into how Chinese businesses adapt to both domestic and international sustainability pressures. These findings not only enrich the understanding of organizational responses to green management practices but also contribute to broader global efforts in sustainable development.

The wine industry in China, while relatively nascent compared to traditional wine-producing regions, has shown remarkable growth fueled by the country's expanding middle class and evolving consumer preferences. This industry's reliance on natural resources, such as land, water, and energy, underscores the importance of adopting sustainable practices to address ecological challenges and meet regulatory standards. Understanding how GIC can drive green innovation within this sector is particularly significant, as it offers a framework for balancing economic growth with environmental stewardship.

At the core of GIC are its three key components: green human capital, green structural capital, and green relational capital (Bombiak, 2022). These elements collectively influence a firm's ability to innovate in environmentally sustainable ways. Green human capital represents the knowledge, skills, and environmental awareness of employees, which are critical for implementing eco-friendly practices. Green structural capital includes the internal processes, systems, and culture that facilitate sustainability, such as energy-efficient operations or digital tools for environmental monitoring. Lastly, green relational capital refers to the relationships with external stakeholders, including suppliers, customers, and regulators, that enable firms to access sustainable resources and technologies. Analyzing these dimensions within the Chinese wine industry provides a comprehensive understanding of how intangible assets

contribute to green innovation.

Moreover, this research emphasizes the interplay of GIC with Knowledge Management (KM) and Corporate Social Responsibility (CSR). KM serves as a bridge for leveraging organizational knowledge to achieve innovation, while CSR reflects a company's commitment to social and environmental accountability. Together, these mediating variables provide additional pathways through which GIC influences GIP. For example, effective KM can help Chinese wineries optimize resource use and share best practices, while robust CSR initiatives can enhance their market reputation and align operations with societal expectations.

The outcomes of this research hold significant implications for policymakers, industry stakeholders, and managers. Policymakers can use these insights to design targeted regulations and incentives that encourage green innovation. For industry stakeholders, the findings offer a roadmap for integrating GIC into operational strategies, thereby enhancing sustainability while remaining competitive. Managers, in particular, can leverage the results to foster a culture of environmental responsibility, align corporate goals with green innovation, and strengthen relationships with eco-conscious consumers and partners.

This research bridges the gap between theory and practice in green management by situating the study of GIC and GIP within the Chinese wine industry. It contributes to the global discourse on sustainability by showcasing how businesses in emerging markets can lead the transition toward environmentally responsible practices. Additionally, the insights gained can serve as a model for other industries and regions, highlighting the transformative potential of green intellectual capital in achieving sustainable development.

The Chinese wine industry faces multiple challenges, including increasing consumer demands for environmentally sustainable products, competitive pressures from international producers, and compliance with stringent environmental regulations (Berashvili & Buchashvili, 2021). Despite growing awareness of the need for green innovation, there is limited understanding of how wineries can leverage GIC to enhance their GIP. Moreover, the mechanisms through which CSR and KM mediate the relationship between GIC and GIP remain underexplored in the Chinese context. This gap hinders the development of effective strategies that integrate intellectual capital with sustainability goals, leaving many wineries struggling to balance

environmental and economic priorities. Addressing this gap is critical for fostering innovation and sustainability within the industry.

This research makes significant contributions to both academic scholarship and practical applications in the domain of sustainable business practices. By exploring the relationship between Green Intellectual Capital (GIC) and Green Innovation Performance (GIP) within the context of the Chinese wine industry, it not only advances theoretical frameworks but also offers tangible strategies for industry practitioners and policymakers. The contributions of this study are multifaceted and particularly relevant to the evolving discourse on environmental sustainability, intellectual capital, and green innovation.

One of the most prominent academic contributions of this research is its extension of the existing literature on GIC. While prior studies have predominantly examined GIC in developed markets or established industries, this research situates the concept within the Chinese wine industry, an emerging market characterized by distinct institutional, cultural, and economic dynamics (Kashanizadeh, Khanagha, Alexiou, & Volberda, 2023; Liu, 2020). This contextual focus enriches the understanding of how green intellectual resources—comprising human, structural, and relational capital—function in environments with varying levels of regulatory enforcement, cultural values, and market maturity. By addressing this gap, the study adds depth to the global discourse on sustainable practices and highlights the adaptability of GIC frameworks in diverse economic contexts.

In addition, the research advances theoretical understanding by integrating Corporate Social Responsibility (CSR) and Knowledge Management (KM) as mediating variables in the relationship between GIC and GIP. This nuanced approach acknowledges that the impact of GIC on green innovation is not linear but rather facilitated by organizational capabilities and external commitments. By positioning CSR as a mediator, the study underscores the role of socially responsible practices in amplifying the effects of GIC on environmental outcomes. Similarly, the integration of KM highlights how effective management of environmental knowledge can enhance the utility of intellectual capital, leading to greater innovation in green processes and products. This theoretical contribution fills a critical gap in the literature, as the mediating roles of CSR and KM in this specific relationship have been underexplored.

LITERATURE REVIEW

Corporate Social Responsibility (CSR) has emerged as a vital area of research and practice, reflecting the evolving role of businesses in addressing societal and environmental challenges. Broadly defined, CSR refers to a company's voluntary efforts to integrate social, environmental, and economic considerations into its operations and interactions with stakeholders (ElAlfy, Palaschuk, El-Bassiouny, Wilson, & Weber, 2020). Over the past few decades, CSR has transitioned from a peripheral concern to a central component of strategic management, influenced by heightened regulatory pressures, consumer awareness, and the global movement toward sustainable development. This literature review explores the key dimensions, theories, and implications of CSR, with particular emphasis on its relevance to green innovation and sustainability.

CSR has evolved significantly since its initial conceptualization in the mid-20th century. Early definitions were focused on the philanthropic responsibilities of corporations, emphasizing charitable contributions and community development (ElAlfy et al., 2020). Over time, the scope of CSR expanded to include legal, ethical, and economic responsibilities, as articulated by Carroll's (1979) "Pyramid of CSR." This framework highlights four hierarchical dimensions: economic responsibilities (profitability), legal responsibilities (compliance with laws), ethical responsibilities (doing what is morally right), and discretionary responsibilities (voluntary contributions to society). The growing emphasis on sustainability in the 21st century has further transformed CSR, integrating environmental concerns into its core. Contemporary CSR frameworks now emphasize triple bottom line reporting, which evaluates a company's performance across economic, social, and environmental dimensions (Elkington, 1997). This shift reflects the increasing recognition that businesses have a responsibility to mitigate their environmental impacts while contributing to societal well-being.

Knowledge Management (KM) is a critical organizational process that involves the systematic acquisition, organization, sharing, and application of knowledge to achieve strategic objectives. In the context of sustainable business practices, KM plays an essential role in driving innovation, improving operational efficiency, and fostering environmental responsibility (Sahibzada, Latif, Xu, & Khalid, 2020). This literature review explores the foundational concepts, dimensions, and applications of KM, emphasizing its relevance to Green Intellectual

Capital (GIC) and Green Innovation Performance (GIP), particularly within the Chinese wine industry.

Green human capital, as a key dimension of Green Intellectual Capital (GIC), represents the environmental knowledge, skills, and capabilities of an organization's workforce. It reflects the degree to which employees are equipped to integrate sustainability principles into their work practices and contribute to the development of environmentally friendly products, processes, and services (Munawar, Yousaf, Ahmed, & Rehman, 2022). This concept aligns with the Resource-Based View (RBV) and its extension, the Natural Resource-Based View (NRBV), both of which emphasize that unique organizational resources, including human capital, are critical for achieving sustainable competitive advantage. Green human capital, as an intangible yet powerful resource, directly supports an organization's ability to innovate while addressing environmental challenges, thereby enhancing Green Innovation Performance (GIP).

After critically study the previous scholars' point of view towards green human capital, green innovation performance, corporate social responsibility and knowledge management, it becomes concluded that majority of them justified the significant relationship among them. They evaluated such variables in different contexts and scenarios that helped to add value in this study' hypotheses development.

METHODOLOGY

This study adopts a quantitative research design, employing a cross-sectional survey method to collect data from wineries in China. The survey-based approach is well-suited for examining the hypothesized relationships between green human capital (GHC), knowledge management (KM), corporate social responsibility (CSR), and green innovation performance (GIP). Given the increasing environmental challenges and sustainability demands in China's wine industry, the study's design ensures the collection of relevant and context-specific data to test the theoretical model and hypotheses.

Sampling Technique

A purposive sampling technique was employed to identify wineries actively engaged in sustainability practices and environmental management. The target population consisted of wineries operating in four major wine-producing regions of China: Shandong, Hebei, Ningxia,

and Xinjiang. These regions were selected due to their prominence in wine production and their varied approaches to environmental challenges, providing a comprehensive view of the industry.

To ensure diversity, the sampling frame included small, medium, and large wineries. Purposive sampling was deemed appropriate as it allowed the study to focus on wineries with observable involvement in green practices and innovation, which are central to the research objectives.

Sample Size

A sample of 250 wineries was targeted to achieve adequate statistical power for Partial Least Squares Structural Equation Modeling (PLS-SEM). This sample size exceeds the recommended threshold for complex models involving multiple constructs and mediating variables.

Data Collection Process

- **Development of the Survey Instrument**

The survey instrument was designed based on validated scales from previous studies, adapted to the Chinese context where necessary. The questionnaire included four main sections corresponding to the key constructs:

1. **Green Human Capital (GHC):** Items measured employees' environmental knowledge, skills, and competencies using scales from Ren et al. (2018).
2. **Knowledge Management (KM):** Questions focused on processes such as knowledge acquisition, sharing, and application, derived from Shahzad et al. (2020).
3. **Corporate Social Responsibility (CSR):** Items captured the organization's engagement in social and environmental initiatives, adapted from Luo and Du (2015).
4. **Green Innovation Performance (GIP):** The survey assessed the development of eco-friendly products and processes using scales from Chen (2008).

The instrument was translated into Mandarin Chinese using a back-translation method to ensure linguistic and conceptual equivalence. A pre-test was conducted with 15 managers from wineries to verify clarity and relevance.

- **Survey Administration**

Data collection was conducted over four months, from March to June 2024, using both online

and in-person methods:

- ✓ **Online Surveys:** Surveys were distributed electronically through platforms commonly used in China, such as WeChat and Wenjuanxing (a Chinese survey platform). This method facilitated access to geographically dispersed respondents, particularly in remote wine-producing regions.
- ✓ **In-Person Surveys:** For wineries located in areas with limited internet access or those preferring traditional methods, trained enumerators conducted in-person surveys. Enumerators were briefed on the objectives and confidentiality of the study to ensure standardized data collection.

Respondents included managers and employees directly involved in environmental management, knowledge processes, or innovation activities. Each winery provided one or more respondents, ensuring diverse perspectives within the sample.

✓ **Response Rate**

Out of 300 surveys distributed, 250 valid responses were received, achieving an 83.3% response rate. The high response rate was attributed to personalized follow-ups and the inclusion of a small incentive (e.g., access to an industry-specific report) for participation.

RESULTS

Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to analyze the data collected from Chinese wineries. PLS-SEM is a variance-based structural equation modeling technique that is widely used in business research, particularly when the study involves complex models with multiple constructs, mediating variables, and non-normal data distributions (Fauzi, 2022). Unlike covariance-based SEM (CB-SEM), PLS-SEM does not require stringent assumptions about data normality and is more suitable for exploratory research and smaller sample sizes, making it an ideal choice for this study.

The results confirmed a positive and significant relationship between GHC and GIP ($\beta = 0.421$, $t = 6.34$, $p < 0.001$). This finding aligns with the Resource-Based View (RBV) and its extension, the Natural Resource-Based View (NRBV), which highlight the strategic importance of intangible resources such as human capital in driving sustainable competitive advantage (Munawar et al., 2022). Employees' environmental knowledge, skills, and

competencies enable wineries to innovate by adopting eco-friendly farming practices, reducing waste, and utilizing renewable energy. These findings suggest that investments in environmental training and capacity building among employees directly enhance GIP by fostering the creation of green products and processes.

The results showed a positive and significant relationship between KM and GIP ($\beta = 0.232$, $t = 4.23$, $p < 0.001$), supporting the hypothesis that effective KM practices enhance an organization's capacity for green innovation. By fostering knowledge acquisition, sharing, and application, KM enables wineries to leverage their environmental knowledge in developing sustainable solutions. For example, knowledge-sharing platforms and training programs empower employees to collaborate and co-create eco-friendly technologies. These findings align with the Knowledge-Based View (KBV), which emphasizes that knowledge is a critical asset for innovation (Yin & Yu, 2022).

The mediation analysis revealed a significant indirect effect of GHC on GIP through CSR ($\beta = 0.127$, $t = 3.04$, $p = 0.002$). This result highlights the role of CSR as a bridge that connects the environmental expertise of employees to green innovation outcomes. CSR initiatives provide a structured framework for channeling GHC into impactful innovations, aligning organizational practices with societal and environmental goals (Sobaih, Hasanein, & Elshaer, 2020). For instance, employees' knowledge of renewable energy can be utilized in CSR programs to develop carbon-neutral production processes, which contribute to GIP. These findings underscore the importance of integrating CSR into organizational strategies to maximize the impact of GHC on green innovation.

The study also confirmed the mediating role of KM in the relationship between GHC and GIP ($\beta = 0.112$, $t = 3.21$, $p = 0.001$). This result demonstrates that KM processes are essential for transforming employees' environmental knowledge into actionable strategies that drive green innovation. For example, KM practices such as storing best practices in knowledge repositories and facilitating cross-functional collaboration enable wineries to apply their GHC effectively. These findings align with the Knowledge-Based View (KBV), suggesting that KM is a critical enabler of sustainability-oriented innovation (Liyanage, 2022).

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RESEARCH ON CHONGQING CONSUMERS' ORGANIC FOOD PURCHASE BEHAVIOR BASED ON THE THEORY OF PLANNED BEHAVIOR

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ABSTRACT

The purpose of this study is to explore the key factors affecting consumers' purchase behavior of organic food in Chongqing from the perspectives of economics, marketing and psychology. Based on the theory of planned behavior (TPB), this study extends the traditional model: behavioral attitudes are subdivided into cognitive attitudes, instrumental attitudes and emotional attitudes; Divide subjective norms into descriptive norms, imperative norms and compliance norms; Perceptual behavior control is defined as self-control, self-confidence and external dependence. At the same time, the purchase intention is introduced as an intermediary variable into the relationship between independent variables and dependent variables (purchase behavior-repeated purchase, recommendation behavior and interactive behavior). The research design adopts 70 questionnaires based on Likert Seven-Point Scale to investigate 280 respondents, supplemented by semi-structured in-depth interviews with 20 organic food consumers, in order to reveal the psychological and social driving mechanism of consumers in the purchase decision-making process. This paper mainly summarizes the theoretical framework, literature review and research methods constructed in the first three chapters of the paper, which lays a solid foundation for the subsequent empirical analysis and provides a clear direction for understanding the internal mechanism of Chongqing consumers' organic food purchase behavior.

Key words: *planned behavior theory, organic food, Chongqing consumers*

1.Introduction

With the deepening of global health awareness and sustainable development concept, the organic food market has experienced explosive growth in recent years. According to the statistics of the International Federation of Organic Agriculture Movements (IFOAM), the global organic food market has exceeded \$150 billion in 2022, with an average annual growth rate of over 10%(Willer & Lernoud, 2023). In China, this trend is also remarkable-according to the data of the Ministry of Agriculture and Rural Affairs, the sales of organic food in China reached 67.8 billion yuan in 2021, nearly three times higher than that in 2016 (Ministry of Agriculture and Rural Affairs, 2022). However, compared with the developed countries, the consumption of organic food in China is still in the primary stage, and the consumer penetration rate is only 12%, with significant regional differences (Zhang & Li, 2020). As the only municipality directly under the central government in western China, Chongqing's unique urban-rural dual structure, rapid urbanization process and consumption upgrading demand make it a typical sample to study the consumption behavior of organic food. In 2022, Chongqing Municipal Bureau of Statistics reported that the annual growth rate of organic food sales in Chongqing reached 25%, far exceeding the national average, but consumers' purchasing behavior showed obvious characteristics of "high cognition and low conversion" (Chongqing Municipal Bureau of Statistics, 2023). This contradiction needs to be deeply analyzed from the perspective of behavioral science. Existing studies focus on economic factors (such as income level and price sensitivity) and demographic variables (such as age and education level) to explain the consumption behavior of organic food. For example, Smith et al. (2009) verified the positive impact of income on the purchase frequency of organic food through American consumer data; The empirical study of Chen(2007) in Taiwan Province market shows that the high-education group is more inclined to choose organic products. However, these studies have obvious limitations in the following aspects: first, they rely too much on rational choice model and ignore the driving role of psychology and social norms in decision-making; Second, the research conclusions are mostly based on a single methodology (quantitative or qualitative), lacking a

three-dimensional explanation of the behavior mechanism; Thirdly, there is a serious shortage of research on the western market of China, especially the lack of in-depth discussion on Chongqing, a super-large city with urban-rural gradient characteristics. Based on the theoretical framework of TPB, this study innovatively constructs a multi-dimensional model including behavioral attitude (cognition, tools and emotions), subjective norms (descriptive, imperative and obedient) and perceived behavioral control (self-control, self-confidence and external dependence), aiming at revealing the deep driving mechanism of Chongqing consumers' organic food purchase behavior.

2.Research objectives

1. Analyze the influence of behavior attitude, subjective norms, perceived behavior control and purchase intention on the organic food purchase behavior of Chongqing consumers.
2. Analysis of the factors affecting the purchasing behavior of organic food among consumers in Chongqing.
3. Establish the organic food purchase behavior model of Chongqing consumers.

3.Literature review and research hypothesis

The Theory of Planned Behavior, TPB) was put forward by Ajzen(1991) on the basis of the theory of rational action (TRA), aiming at explaining the behavior decision-making mechanism of individuals in specific situations. The core assumption of TPB is that Behavioral Intention is the direct antecedent variable of actual behavior, and behavioral intention is jointly influenced by behavioral Attitude, Subjective Norm and Perceived Behavioral Control (Ajzen, 1991). TPB has been widely used in health behaviors (such as quitting smoking and exercising), environmental behaviors (such as garbage sorting and energy saving) and consumer behaviors (such as green consumption and online shopping), showing strong explanatory power (Fishbein & Ajzen, 2010).

3.1 Behavior and attitude

Behavioral attitude refers to an individual's positive or negative evaluation of a specific behavior, which usually includes three dimensions: Cognitive, Instrumental and Emotional

(Bagozzi, 1992). In the field of organic food consumption, cognitive attitude reflects consumers' rational evaluation of the health value and environmental benefits of organic food. Research shows that cognitive attitude has a significant positive impact on purchase intention (Chen, 2007). For example, Magnusson et al. (2003) found that the stronger consumers' awareness of the health attributes of organic food, the higher their purchase intention. Tool attitude pays attention to the functional value of organic food, such as nutritional value and taste. Aertsens et al. (2009) pointed out that tool attitude is particularly important in developing markets, because consumers tend to evaluate product value from a practical perspective. Emotional attitude emphasizes the emotional experience brought by buying behavior, such as pride and satisfaction. Holbrook and Hirschman(1982) proposed that emotional attitude plays a significant driving role in high-end consumption scenarios, because consumers not only buy the product itself, but also pursue the realization of emotional value.

3.2 Subjective norms

Subjective norms refer to the social pressure perceived by individuals when making decisions, which are usually divided into Descriptive Norm, imperative norm and compliance norm (Terry & Hogg, 1996). Descriptive norms reflect individuals' perception of other people's behaviors, such as the frequency of friends and relatives buying organic food. Research shows that descriptive norms have a significant influence on collectivism culture (Zhang & Li, 2020). Mandatory norms involve social moral pressure, such as "I should choose organic food for environmental protection" Thøgersen(2010) found that imperative norms play a key role in environmental protection behavior, but its effect in consumption behavior still needs further discussion. Compliance norms refer to individuals' behavioral tendencies to avoid social exclusion. For example, low-income groups may restrain buying behavior for fear of being regarded as "conspicuous consumption" (Padel & Foster, 2005).

3.3 Perceptual Behavior Control

Perceptual behavior control refers to the individual's perception of the difficulty of executing a specific behavior, which usually includes three dimensions: Self-Control, Self-Efficacy and external dependence (Ajzen, 1991). Self-control reflects an individual's ability to control his

own behavior, such as the ability to make a purchase plan. Research shows that consumers with high self-control ability are more likely to realize purchase behavior (Armitage & Conner, 2001). Self-confidence refers to an individual's belief in his own ability, such as "I can tell the authenticity of organic food". Chen(2007) found that self-confidence is particularly important in developing markets, because consumers face higher risks of information asymmetry. External dependence involves the degree of individual dependence on external resources, such as promotional activities and membership services. Lockie et al. (2004) pointed out that external dependence plays a key role in low-income groups, because their purchasing behavior is more susceptible to price fluctuations.

3.4 The relationship between purchase intention and purchase behavior

Purchase intention is the direct antecedent variable of actual purchase behavior, which reflects the intensity of individual's willingness to perform specific behavior (Ajzen, 1991). Research shows that purchase intention plays an intermediary role among behavior attitude, subjective norms, perceived behavior control and purchase behavior (Chen, 2007). For example, Zhang and Li(2020) found that the mediating effect of purchase intention between subjective norms and purchase behavior is significant. However, the existing research pays more attention to the one-way influence of purchase intention, ignoring the feedback effect of purchase behavior on purchase intention. For example, repeated purchases may strengthen consumers' cognitive attitude and self-confidence, thus forming a positive cycle (Ouellette & Wood, 1998).

Based on the above literature review, the research variables and dimensions are as follows.

Table 1. Study variables and their dimensions.

Variable category	key variable	Specific dimension
independent variable	Behavior attitude	Cognitive attitude, instrumental attitude and emotional attitude.
	Subjective norm	Descriptive specification, imperative specification,

Variable category	key variable	Specific dimension
		compliance specification
	Perceptual behavior control	Self-control, self-confidence and external dependence
mediator variable	buying inclination	Repurchase intention and recommendation intention
dependent variable	purchasing behavior	Repeated purchase, recommendation behavior and interactive behavior

Source: finishing by the author

This study mainly puts forward the following assumptions, as shown in the table below.

Table 2. Main research hypotheses

serial number	Hypothetical description
H1	Behavior and attitude have a significant positive impact on purchase intention.
H2	Subjective norms have a significant positive impact on purchase intention.
H3	Perceived behavior control has a significant positive impact on purchase intention.
H4	Purchase intention has a significant positive impact on purchase behavior.
H5	Behavioral attitude has a direct positive impact on purchasing behavior.
H6	Subjective norms have a direct positive impact on purchasing behavior.
H7	Perceived behavior control has a direct positive impact on purchasing behavior.
H8	Purchase intention plays an intermediary role among behavior attitude, subjective norms, perceived behavior control and purchase behavior.

Source: finishing by the author

4. Research methods

In this study, a mixed research method was adopted, combining quantitative and qualitative analysis, to explore the influence mechanism of behavior attitude, subjective norms and purchase intention on Chongqing consumers' purchase behavior of organic food.

4.1 Quantitative research

Data were collected through questionnaire survey, and 280 organic food consumers were selected as samples in the main urban area and suburbs of Chongqing by stratified sampling. Based on the theory of planned behavior, the questionnaire design includes four core variables: behavior attitude, subjective norms, purchase intention and purchase behavior. By studying the relationship between verification variables, the intermediary effect of purchase intention, and the indirect influence of verification behavior attitude and subjective norms on purchase behavior through purchase intention.

4.2 Qualitative research methods

The qualitative research supplemented the quantitative research results through in-depth interviews, and selected 20 organic food consumers in Chongqing as the interviewees, covering different ages, genders, income levels and living areas (main city and suburbs). The interview adopts a semi-structured outline and revolves around the research theme to reveal the deep driving mechanism of consumers' buying behavior. Through qualitative research, the quantitative research results are further verified and practical explanations are provided for the theoretical model.

5. Conclusions and findings

This study reveals the complex decision-making mechanism of Chongqing consumers to buy organic food. Consumers need rational evidence to prove the value of products, driven by social relations and emotional needs, and faced with realistic constraints of price and trust. These findings not only help enterprises reach the target groups more accurately, but also

provide scientific basis for the government to formulate sustainable consumption policies. In the future, by lowering the experience threshold, enhancing the transparency of the process and innovating the interaction mode, the organic food market is expected to realize the leap-forward development from "minority choice" to "mass habit".

Express one's thanks/gratitude

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LEADERSHIP STYLES AND INNOVATION: A MEDIATING ROLE OF HUMAN CAPITAL: A CONCEPTUAL STUDY

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ABSTRACT

This research investigates the interconnections among transformational leadership, transactional leadership, knowledge management, and innovation within the pharmaceutical industry, emphasizing the mediating influence of human capital. Data were gathered from employees of thirty pharmaceutical firms in China through the administration of a structured questionnaire, and subsequent analysis was performed utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings demonstrate that transformational leadership exerts a substantial positive influence on innovation, as evidenced by a path coefficient ($\beta = 0.35$, $p < 0.001$). Transactional leadership demonstrates a positive, albeit modest, influence on innovation ($\beta = 0.28$, $p < 0.001$). Knowledge management has been identified as a significant factor influencing innovation ($\beta = 0.30$, $p < 0.001$), underscoring the critical role of knowledge-sharing and its application in promoting innovative results. Furthermore, the research substantiates the mediating role of human capital within the interconnections among leadership styles, knowledge management, and innovation.

Keywords: Transformational leadership, transactional leadership, knowledge management

INTRODUCTION

The COVID-19 pandemic has led to profound changes across various sectors, with the healthcare and pharmaceutical industries emerging as critical players in managing and mitigating the global crisis. In China, the pharmaceutical industry, already one of the largest in the world, experienced unprecedented growth as the pandemic highlighted the importance of health and wellness, driving public awareness to new heights (Asante Antwi *et al.*, 2021). During this period, the pharmaceutical sector saw a surge in demand for medical supplies, vaccines, and treatments bolstered by both domestic and international efforts to combat the virus. In parallel, the Chinese government has prioritized this industry's development, identifying it as a key component of the nation's strategic vision for economic growth, particularly under the "Made in China 2025" initiative, which emphasizes innovation, self-sufficiency, and high-quality manufacturing (Zenglein and Holzmann, 2019).

The increased public awareness of health concerns, as indicated by various studies, and the government's support for the pharmaceutical industry present significant opportunities for growth. However, the industry is also confronted with unique challenges, including an overreliance on imported active pharmaceutical ingredients (APIs). Despite being one of the largest pharmaceutical markets globally, China remains dependent on foreign suppliers for a substantial portion of the raw materials required for drug production, which inflates costs and complicates supply chains, especially during periods of global disruption like the COVID-19 pandemic. This dependence has prompted government initiatives aimed at reducing the industry's reliance on imports and fostering domestic innovation in pharmaceutical research and development.

Innovation in the Chinese pharmaceutical industry has emerged as a vital tool for overcoming obstacles such as high costs, reliance on imports, and the complexity of drug development. Innovative capabilities are essential not only for maintaining competitive advantage but also for ensuring long-term sustainability and growth (Heenkenda *et al.*, 2022). Companies that invest in research and development, embrace new technologies, and improve their manufacturing processes are better positioned to meet market demands and comply with increasingly stringent regulatory standards. The ability to innovate allows pharmaceutical

firms to develop new drugs, improve existing treatments, and enhance operational efficiency, all of which are essential for maintaining market share in a highly competitive global industry. Furthermore, innovation contributes to the overall well-being of society by making healthcare more accessible and affordable, which is particularly important in the context of China's aging population and rising healthcare costs (Bai and Lei, 2020).

LITERATURE REVIEW

Transformational leadership is a well-researched and powerful leadership style that has been extensively applied in academic study and practical settings in many different organizational situations. Initially formulated by Burns (1978) and subsequently expanded upon by (Bass and Bass Bernard, 1985). Transformational leadership is distinguished by a leader's capacity to inspire and motivate followers to attain exceptional results, beyond their personal self-interests for the benefit of the organization as a whole.

An essential element of transformational leadership is the capacity of leaders to motivate and define a persuasive vision that deeply connects with employees. Transformational leaders are regarded as visionary individuals who offer a distinct clear sense of direction and purpose to their followers (Leithwood and Jantzi, 2005). The motivation of employees to dedicate themselves to the long-term goals of the firm and to synchronize their efforts toward accomplishing those objectives is a critical component of effective leadership. Empirical research has consistently demonstrated that individuals under the guidance of transformational leaders demonstrate elevated levels of motivation and dedication toward corporate objectives, resulting in improved overall performance. Authors contend that transformational leaders amplify the motivation of their followers by connecting their perception of identity and self-value to the mission of the business, therefore establishing a collective sense of purpose that surpasses individual worries (Díaz-Sáenz, 2011). Furthermore, transformational leadership is strongly linked to promoting innovation and creativity in organizations. By encouraging followers to question conventional modes of thinking and tackle issues from fresh viewpoints, transformational leaders establish a climate that is favorable to creativity. This leadership approach prioritizes intellectual stimulation,

where leaders motivate people to challenge assumptions, investigate novel concepts, and undertake well-considered risks (Bass and Steidlmeier, 1999). Empirical studies have repeatedly shown a direct correlation between transformational leadership and the generation of innovative ideas within a business. For example, literature revealed a strong correlation between transformational leadership and increased levels of organizational innovation, especially in sectors deeply dependent on research and development (Hobman *et al.*, 2011). The study suggests that leaders who exhibit transformational behaviors create an environment where employees feel empowered to experiment with new ideas and are not afraid of making mistakes, which ultimately leads to more innovative outcomes. The emotional and relational dimensions of transformative leadership are crucial in determining its efficacy.

The theory of leadership known as transactional leadership, first formulated by Max Weber in the early 20th century and further elaborated by James MacGregor Burns in 1978, is characterized by its emphasis on the trades or transactions that occur between leaders and followers. This leadership style is intrinsically based on the concept of reward and punishment, in which leaders give explicit instructions and incentives for the successful accomplishment of tasks, while failure to meet expectations leads to remedial measures or punishments (Avolio *et al.*, 1999). Transactional leadership lies in opposition to transformational leadership, which aims to inspire and encourage people towards more ambitious objectives. Transactional leadership, in contrast, is comparatively more management-oriented, prioritizing efficiency, structure, and strict adherence to established procedures. In recent decades, corporate research has extensively examined the topic of transactional leadership, focusing specifically on its influence on employee performance, organizational stability, and leadership effectiveness in various settings (Bass *et al.*, 2003).

CONCLUSION

This study provides valuable insights into the relationships between transformational leadership, transactional leadership, knowledge management, human capital, and innovation in the pharmaceutical sector. The findings confirm the significant role of leadership and knowledge management in fostering innovation, particularly through the development of

human capital. By investing in transformational leadership development, enhancing human capital, and implementing effective knowledge management practices, organizations can significantly improve their innovation capabilities, which are critical for maintaining a competitive edge in today's fast-paced and knowledge-driven industries.

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LEADERSHIP STYLES AND INNOVATION: A MEDIATING ROLE OF HUMAN CAPITAL: AN EMPIRICAL STUDY

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ABSTRACT

The results indicate that leadership and knowledge management practices exert an indirect influence on innovation through the enhancement of employees' skills, knowledge, and creativity. This research presents significant theoretical and practical implications. This study advances the theoretical frameworks of leadership and knowledge management by elucidating the mediating function of human capital in fostering innovation. The findings indicate that organizations ought to prioritize investments in the development of transformational leadership, the enhancement of human capital, and the establishment of robust knowledge management systems to promote innovation. The study acknowledges its limitations, including the cross-sectional design and the context-specific nature of the sample. Furthermore, it proposes several avenues for future research, such as the implementation of longitudinal studies, cross-cultural comparisons, and the investigation of additional mediators and moderators.

Keywords: Transformational leadership, transactional leadership, knowledge management

INTRODUCTION

Knowledge management is another critical factor influencing innovation in the pharmaceutical industry. In China, where the pharmaceutical sector is rapidly expanding and evolving, effective knowledge management practices are essential for ensuring that companies can leverage their intellectual capital and stay competitive in the global marketplace (Kianto *et al.*, 2014). Knowledge management involves the systematic collection, dissemination, and application of knowledge within an organization, enabling companies to develop new products, improve processes, and enhance overall performance (Wiig, 1997). In the pharmaceutical industry, knowledge management is particularly important for facilitating collaboration between research and development teams, regulatory compliance, and the commercialization of new drugs. Companies that successfully implement knowledge management practices are better positioned to innovate and respond to the challenges and opportunities presented by the market.

The importance of human capital in driving innovation cannot be overstated. In the pharmaceutical industry, where research and development are critical to success, the skills, expertise, and engagement of employees play a significant role in determining a company's ability to innovate. Human capital encompasses not only the formal education and experience of employees but also their engagement, motivation, and willingness to contribute to the organization's innovation efforts (McGuirk *et al.*, 2015). Engaged employees are more likely to be motivated to generate new ideas, collaborate with colleagues, and take the initiative in solving problems, all of which are essential for fostering innovation. In China, where the pharmaceutical industry is undergoing rapid change and growth, investing in human capital is crucial for maintaining a competitive edge and ensuring long-term sustainability.

Employee engagement, in particular, is a critical component of human capital that can significantly influence innovation. Engaged employees are more likely to be committed to the organization's goals, take ownership of their work, and contribute to the development of new products and processes. Previous research on human capital has often focused on traditional metrics such as education and experience, but this study aims to expand the understanding of human capital by examining the role of employee engagement in fostering innovation. By

exploring how employee engagement influences innovation, this research seeks to provide new insights into the human capital factors that drive organizational success in the Chinese pharmaceutical industry.

While there is a growing body of literature on the role of leadership, knowledge management, and human capital in driving innovation, several gaps remain, particularly in the context of the Chinese pharmaceutical industry. First, much of the existing research has focused on transformational leadership and its positive effects on innovation, with less attention given to transactional leadership. Although some studies have explored the potential negative effects of transactional leadership on innovation, the evidence is not conclusive, and more research is needed to understand the nuanced relationship between these two leadership styles and innovation in different cultural and industrial contexts. Additionally, most studies on innovation have been conducted in Western countries, limiting the generalizability of their findings to the Chinese context, where the pharmaceutical industry faces unique challenges related to regulatory frameworks, market dynamics, and government policies.

Furthermore, research on human capital as a driver of innovation has traditionally focused on aspects such as education, experience, and expertise, with limited attention given to the role of employee engagement. This study seeks to address these gaps by exploring the combined influence of transformational and transactional leadership, knowledge management, and human capital on innovation in the Chinese pharmaceutical industry. By examining how these factors interact and contribute to innovation, this research aims to provide a more comprehensive understanding of the drivers of innovation in this critical sector.

LITERATURE REVIEW

Innovative practices have emerged as a crucial element for gaining a competitive edge in the contemporary corporate environment. It is not only a trendy term but a crucial role that propels the expansion, progress, and long-term viability of a business (Hage, 1999). Innovation is commonly characterized as the implementation of a unique product, service, process, or business model that enhances value or addresses an issue in an entirely original manner. The notion has expanded beyond just technical progress; it now includes

organizational, managerial, and strategic advances. In recent decades, scholars have conducted significant research on innovation, specifically examining its factors, mechanisms, and results. An intensive investigation of how organizations can effectively nurture innovation, quantify its effects, and integrate it into their long-term objectives has been driven by the growing significance of innovation in both corporate and academic settings (Fernandes Rodrigues Alves *et al.*, 2018). Innovation may be broadly classified into two overarching categories: incremental innovation and radical innovation. Continual improvement of existing products, services, or processes is referred to as incremental innovation (Barsh *et al.*, 2008). It frequently exhibits evolutionary characteristics and entails the implementation of minor modifications that improve performance, efficiency, or quality. Radical innovation, on the other hand, refers to revolutionary advancements that fundamentally transform the market or industry (Bel, 2010).

Human capital is one of the most vital resources for any organization, and its importance has only increased in the knowledge-driven economies of the 21st century. At its core, human capital refers to the skills, knowledge, experience, and competencies that individuals accumulate over time, which contribute to their productive potential (Wößmann, 2003). Unlike physical capital, such as machinery or buildings, human capital is intangible, but its impact on organizational performance, innovation, and economic growth is well-documented. The notion of human capital originates from economic theory, with early contributions from scholars such as Adam Smith and later formalized by economists like Gary Becker and Theodore Schultz. These economists emphasized the role of education, training, and health in enhancing an individual's productivity, arguing that investment in human capital is akin to investment in physical capital, as it yields significant returns for both individuals and society (Rosen, 1989).

Knowledge management (KM) has become a critical subject of study across various disciplines due to its role in enhancing organizational performance, fostering innovation, and promoting knowledge creation and sharing. KM refers to the systematic process of capturing, organizing, sharing, and utilizing knowledge within an organization to improve decision-making, problem-solving, and overall efficiency (McInerney, 2002). This concept has evolved as businesses and institutions increasingly recognize that knowledge is one of

their most valuable resources, particularly in today's knowledge-driven economy. As knowledge becomes a strategic asset, effective knowledge management practices are essential for organizations aiming to maintain a competitive edge, improve operational efficiency, and foster continuous learning and innovation.

Based on previous scholars' understanding, it has been proposed that both transformational and transactional leadership have a strong impact on innovation within the organization. While, knowledge management also positively enhanced the innovation factor. In the whole process, human capital played a significant mediator role that strengthened their relationship.

METHODOLOGY

This research seeks to examine the determinants that affect innovation in the pharmaceutical and healthcare industries in China. This research specifically examines the influence of transformational and transactional leadership, the processes of knowledge management, and the mediating impact of human capital on the facilitation of innovation. The present study employs a quantitative methodology, utilizing survey questionnaires administered to employees within the pharmaceutical sector in China. The methodology presented herein encompasses the research design, sampling techniques, data collection methods, and statistical analysis procedures employed to fulfill the study's objectives.

This research examines thirty pharmaceutical companies operating within China, a nation whose pharmaceutical sector has experienced significant growth attributed to escalating government investment, advancements in technology, and an increased public awareness of health issues. The aforementioned companies are integral to the production of essential pharmaceuticals, vaccines, and medical supplies, thereby making substantial contributions to the healthcare sector in China. This research focuses on the employees of these companies, who serve as subjects providing valuable insights into the factors that influence innovation at both organizational and individual levels.

This research employs a non-probability sampling technique, specifically utilizing judgment sampling, which is also referred to as purposive sampling. Non-probability sampling refers to a sampling method in which not all members of the population possess an equal opportunity to be chosen for inclusion in the sample (Sudrajat, 2018). In judgment sampling, the

researcher selects the sample according to particular criteria or characteristics that are considered significant for the objectives of the study. The researcher conducted a survey targeting employees from pharmaceutical companies, focusing on their engagement in innovation processes, knowledge management practices, and experiences with various leadership styles within their organizations.

The justification for employing judgment sampling lies in the premise that employees possessing specific experiences or roles within the organization—such as those engaged in research and development, occupying leadership positions, or managing knowledge systems—are anticipated to yield more pertinent data for elucidating the interconnections among leadership, knowledge management, human capital, and innovation. This sampling method is deemed suitable for the present research as it enables the researcher to concentrate on particular participants who are more likely to provide valuable insights pertinent to the research objectives.

The primary data for this study were gathered via a structured questionnaire administered to employees of the thirty pharmaceutical companies previously mentioned. The questionnaire represents a prevalent instrument in quantitative research methodologies, effectively facilitating the collection of standardized data from extensive samples. The design of the questionnaire aimed to gather data pertaining to several critical constructs, specifically transformational and transactional leadership, knowledge management, human capital, and innovation outcomes. The survey questions were constructed utilizing validated scales derived from previous research, thereby ensuring the reliability and validity of the measures employed in the current study. The instrument was segmented into multiple sections, with each section concentrating on a distinct construct. Each section comprised several items intended to assess various dimensions of the construct.

The instrument employed a five-point Likert scale for all items, providing response options that ranged from 1 (strongly disagree) to 5 (strongly agree). This scale is frequently employed in survey research to assess attitudes, perceptions, and behaviors, as it facilitates respondents in articulating the extent of their agreement or disagreement with each statement. The Likert scale is readily comprehensible for respondents and offers adequate variability in responses, facilitating comprehensive statistical analysis.

RESULTS

The findings of the investigation are summarized in Chapter 4. The response rate is the first topic of the study, followed by the results of the non-response bias test. The study concludes with a comprehensive list of the demographic characteristics of the participants. The data screening procedure is also addressed, which confirms the data's appropriateness for further investigation. This chapter utilizes PLS path modeling to evaluate the measurement model, with an emphasis on cross-loadings, convergent validity, discriminant validity, internal consistency reliability, and individual item reliability. The chapter concludes with the results of the PLS-SEM analysis, which evaluates the model fit and examines the proposed correlations.

The evaluation of the measurement model in this study is crucial to ensure that the constructs used (transformational leadership, transactional leadership, knowledge management, human capital, and innovation) are reliable and valid before testing the structural relationships between them. The results are evaluated based on internal consistency reliability, convergent validity, and discriminant validity.

Internal consistency reliability refers to the extent to which items within each construct are consistent in their measurement. For this purpose, **Cronbach's Alpha** and **Composite Reliability (CR)** were used. Both metrics should generally exceed a threshold of 0.7 to indicate acceptable reliability (Hair *et al.*, 2019)

- **Transformational Leadership** has a Cronbach's Alpha of 0.88 and a Composite Reliability (CR) of 0.91, indicating high internal consistency.
- **Transactional Leadership** shows a Cronbach's Alpha of 0.85 and a CR of 0.89, also reflecting good reliability.
- **Knowledge Management** has a Cronbach's Alpha of 0.78 and a CR of 0.85, demonstrating acceptable internal consistency.
- **Human Capital** yields a Cronbach's Alpha of 0.80 and a CR of 0.86, indicating good internal consistency.
- **Innovation** has a Cronbach's Alpha of 0.83 and a CR of 0.88, signifying strong reliability.

All constructs exhibit strong internal consistency reliability, with Cronbach's Alpha and Composite Reliability values exceeding the 0.7 threshold.

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THE IMPACT OF INTELLECTUAL CAPITAL AND ENTREPRENEURIAL ORIENTATION ON INNOVATIVE PERFORMANCE: EVIDENCE FROM SMES IN CHINA: A CONCEPTUAL STUDY

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ABSTRACT

This research examines the connection between intellectual capital and innovative performance, with a focus on how entrepreneurial orientation moderates these relationships within Chinese small and medium-sized enterprises (SMEs). Intellectual capital is divided into three key components: human capital, structural capital, and customer capital. By analyzing data from 325 SMEs in China using Partial Least Squares Structural Equation Modeling (PLS-SEM), the study tests the proposed hypotheses. The results demonstrate that both human capital and customer capital have a significant positive influence on innovative performance, whereas structural capital does not exhibit a direct relationship.

Keywords: *Intellectual capital, innovative performance, entrepreneurial orientation, SMEs*

INTRODUCTION

Innovation has consistently been acknowledged as one of the most significant drivers of sustainable competitive advantage in today's dynamic and competitive global marketplace. It

not only leads to the development of new products and processes but also substantially enhances organizational performance and long-term value creation (Chen & Li, 2022). In the contemporary business environment, innovation is more than just a buzzword—it represents a comprehensive process where organizations identify, analyze, and solve complex problems through the development and application of novel knowledge. This ability to innovate effectively enables businesses to stay ahead of competitors by continuously improving their offerings and aligning with evolving market demands.

At its core, innovation involves much more than simply creating new products or services. It encompasses the entire process of organizational learning, adaptation, and growth, where firms systematically engage in problem-solving to generate knowledge that is not only new but also relevant and impactful (Xu, Zhang, & Wang, 2023). Those organizations that excel at innovating are often the ones that thrive in competitive markets, consistently capturing larger portions of market share by offering superior products or services. Thus, the imperative for innovation goes beyond short-term profitability—it is integral to an organization's survival, competitiveness, and growth in the long term. Consequently, businesses must place a premium on fostering innovative performance, not only to develop new products but also to continuously enhance the quality of existing goods and services. This demands the creation of a flexible, responsive organizational structure that is capable of meeting the demands of an ever-evolving competitive landscape (Liu, 2023).

However, achieving and sustaining innovative performance presents a significant challenge, particularly for small and medium-sized enterprises (SMEs), which constitute the backbone of many economies. While innovation can unlock new markets and revenue streams, SMEs often face substantial barriers that limit their ability to innovate. For many of these enterprises, the lack of sufficient resources—both financial and human—stands as a primary obstacle. Innovation is resource-intensive, requiring investment in research and development (R&D), access to cutting-edge technology, and the expertise to implement new solutions. For smaller enterprises, where budgets are often constrained, the allocation of resources towards innovation is often seen as risky and unsustainable (Wang & Sun, 2023).

In addition to financial limitations, SMEs may also experience a leadership gap when it comes to fostering innovation. Effective leadership is essential for creating a culture of

innovation, where employees are encouraged to think creatively and experiment with new ideas. In organizations where leadership does not prioritize innovation or fails to provide adequate incentives, employees may lack the motivation or support necessary to pursue innovative projects. Furthermore, SMEs often operate without structured innovation processes. Unlike larger organizations, which may have dedicated R&D departments, many SMEs lack a formal system for managing innovation initiatives. This absence of systematic processes for developing and implementing innovative ideas can significantly hinder an SME's ability to remain competitive in the marketplace (Zhao & Lin, 2023).

To further complicate matters, many SMEs face external challenges, such as limited access to funding, government support, or industry partnerships that could aid in their innovation efforts. Without these critical support systems, SMEs may find it difficult to invest in innovation even when they recognize its importance. Moreover, regulatory barriers or lack of clear innovation policies at the national or local level can further constrain the innovative capabilities of SMEs (Chen, Wang, & Li, 2023).

LITERATURE REVIEW

The objective is to establish a solid theoretical foundation for the study. The chapter starts by exploring the concept of innovative performance and its measurement methods. It then reviews previous findings on factors affecting innovative performance, with a particular emphasis on entrepreneurial orientation, and intellectual capital. The chapter concludes by addressing the underlying theory, outlining the proposed research framework, and formulating the research hypotheses.

Innovative performance has been conceptualized in various ways throughout the literature. Khalili et al. (2013) define innovative performance as the introduction of new products, services, and processes that contribute to organizational adaptation in a competitive environment. It encompasses improvements in product quality, structural adjustments, and the adoption of novel methods that meet evolving market demands. According to Khalili et al. (2013), innovative performance can be measured through several key indicators, including the number of new products or services introduced, innovations in work processes, patents

filed, and the organizational restructuring necessary to keep pace with environmental changes.

Innovative performance, as conceptualized in recent research, involves the outcomes of firms introducing both product and process innovations, contributing to the development of new products and services and improving the quality of existing offerings. These innovations are typically categorized into two primary types: product innovation and process innovation. Product innovation refers to the launch of new or significantly improved products, services, or technologies that succeed in the market, while process innovation involves adopting new or improved methods of production or service delivery. These two forms of innovation are closely interconnected, with advancements in processes often facilitating the development of new products and vice versa (Roper, Du, & Love, 2023; Vezzani, 2021). For example, more efficient manufacturing processes can enable the creation of novel products, and innovations in product design can lead to process improvements.

A substantial body of research has examined the relationship between innovative performance and various organizational factors, with many studies approaching innovative performance from a knowledge-based perspective. For instance, researchers such as Madhoushi et al. (2023), Jantunen (2023), Moon (2022), Gloet and Terziovski (2023), and Vinding (2023) have explored how knowledge capabilities within firms drive innovation. These studies emphasize the significance of both internal and external knowledge sources in enhancing a firm's ability to innovate (Caloghirou et al., 2023; Serrano-Bedia et al., 2023; Ferraris et al., 2023). They suggest that organizations that effectively manage and utilize knowledge resources are more likely to achieve higher levels of innovative performance.

CONCLUSION

This study explored the relationships between intellectual capital (IC), entrepreneurial orientation (EO), and innovative performance (IP) within Chinese SMEs. The findings highlight that both human capital (HC) and customer capital (CC) significantly contribute to

driving innovation. Additionally, EO plays a moderating role in enhancing the impact of CC on IP. However, EO does not moderate the relationships between HC or structural capital (SC) and IP, suggesting that these dimensions of IC function independently to drive innovation.

The theoretical implications of this research extend the Resource-Based View (RBV) by applying it to the context of innovation within SMEs. This study underscores the relevance of IC as a valuable resource for innovation, particularly in the SME landscape, where flexibility and external relationships are key drivers of success. From a practical perspective, the study provides important insights for SME managers, suggesting that investment in HC and the cultivation of strong external relationships through CC are essential strategies for enhancing innovation. Moreover, fostering an EO within the organization is crucial for amplifying the effects of CC on IP.

While this study presents important contributions, certain limitations should be acknowledged. The cross-sectional design restricts the ability to draw conclusions about causality, and the reliance on self-reported data may introduce biases. Future research could address these limitations by conducting longitudinal studies to observe the changes over time and employing qualitative methods for deeper insights. Additionally, cross-contextual comparisons between different countries or industries could further illuminate the dynamics of IC and innovation. Ultimately, this study contributes to the growing body of literature on IC and IP in SMEs, providing both theoretical advancements and practical strategies to foster a culture of innovation within small and medium-sized enterprises.

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THE IMPACT OF INTELLECTUAL CAPITAL AND ENTREPRENEURIAL ORIENTATION ON INNOVATIVE PERFORMANCE: EVIDENCE FROM SMES IN CHINA: AN EMPIRICAL STUDY

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ABSTRACT

Entrepreneurial orientation enhances the relationship between customer capital and innovative performance, but it does not moderate the links between human and structural capital and innovative performance. This study enriches the resource-based view by highlighting the critical role of intellectual capital in fostering innovation, particularly when coupled with an entrepreneurial orientation. Practical recommendations for SME managers include developing strategies that maximize human and customer capital while encouraging an entrepreneurial culture to drive innovation.

Keywords: *Entrepreneurial Orientation, customer capital, innovative performance, SMEs*

INTRODUCTION

The innovative performance of small and medium-sized enterprises (SMEs) in China has been growing, but it has yet to reach a significant or transformative level across the economy. This remains the case despite concerted efforts by the Chinese government to promote innovation through policies and initiatives aimed at fostering technological advancement and entrepreneurial activities. The government's "Made in China 2025" strategy and its emphasis

on driving innovation in key sectors underscore the national commitment to boosting innovative performance. Additionally, the Chinese government has invested heavily in R&D, offering various financial support programs to stimulate innovation, but these efforts have not yet fully translated into widespread, tangible innovation outcomes for SMEs across the country (Shen, 2023).

China, like many other nations, faces a critical need to enhance its innovative and entrepreneurial capacities, especially given its rapid economic growth and the increasing demands from both domestic and global markets. However, while larger firms have capitalized on government support and technological infrastructure, SMEs have lagged behind in adopting innovative practices. A major factor contributing to this shortfall is the limited appreciation among many Chinese SMEs for external ideas and research, leading to insular approaches that hinder the adoption of global best practices in innovation (Liu & Zhang, 2023). Moreover, the challenges facing SMEs in innovation are compounded by the fast-paced development of technological advancements, which require a level of agility and expertise that many SMEs struggle to maintain.

The level of innovation within SMEs often mirrors the broader innovation environment of a country. A clear distinction exists between the innovative performance of developed and developing nations, as seen in global comparisons. For instance, the Global Innovation Index (GII) data for 2022-2024 highlights that while countries like Switzerland and the United States maintain strong positions in innovation, others, including China, have shown improvement in rankings. However, there remains a gap in the innovation output of Chinese SMEs when compared to their counterparts in more developed countries, underscoring the need for further innovation-driven initiatives (GII, 2023).

In particular, China's innovation index ranking reflects mixed results. Although China has climbed steadily in global rankings, reaching 11th place in 2023, the innovation performance of its SMEs has not kept pace with the larger economy (GII, 2023). The Global Competitiveness Report (2023) also indicated that while China has improved its overall competitiveness, innovation remains one of the most challenging aspects for SMEs, particularly in terms of applying new technologies and engaging in high-level R&D activities. These challenges are exacerbated by a lack of sufficient infrastructure and institutional

support specifically targeting SMEs, which results in slower adoption of innovative processes compared to larger firms (World Economic Forum, 2023).

Further compounding the issue is the relative poverty of innovation across Chinese SMEs. A survey conducted by the China SME Development Report (2022) reveals that only 20% of SMEs have introduced new products or services to the market in the past five years. Moreover, although the majority of firms utilize basic digital tools such as computers, only a small fraction integrate advanced technologies such as cloud computing or data analytics into their operations. These low levels of technological utilization directly impact the competitiveness and innovation output of SMEs, reducing their ability to contribute to national economic growth through innovation (Ministry of Industry and Information Technology, 2022).

The growing recognition of the role that innovative performance plays in the overall competitiveness of firms has led to increased focus on understanding the factors that contribute to or hinder innovation within SMEs. Numerous studies have been conducted to investigate the relationship between various factors such as intellectual capital, organizational learning, and innovative performance. However, the findings of these studies have been inconsistent. For example, some researchers have emphasized the role of knowledge processing capabilities and knowledge sources—both internal and external—in driving innovative performance, while others have focused on the technological aspects, such as R&D investment and patents, as primary contributors to innovation (Wang, Sun, & Li, 2022). A significant body of research has also examined the role of intellectual capital in fostering innovation. Many studies have established a positive link between intellectual capital—particularly human and structural capital—and innovative performance. However, there are also studies that report no significant relationship, suggesting that the impact of intellectual capital on innovation may vary depending on the context, such as the industry or size of the firm (Wu & Zhang, 2022). Furthermore, the inconsistent application of organizational learning practices across Chinese SMEs has hindered the systematic development of innovative capabilities within these enterprises. While some SMEs excel in leveraging organizational learning to enhance innovation, others continue to struggle due to weak infrastructure and insufficient human resource development (Chen, Wang, & Li, 2023).

LITERATURE REVIEW

IC is widely recognized as a fundamental driver of innovation and competitive advantage, particularly in the contemporary knowledge-driven economy (Li, Zhang, & Wang, 2023). It serves as a valuable organizational asset, especially in supporting innovation-related efforts. The ability to innovate relies heavily on the availability of ideas, talent, and the collective knowledge possessed by both employees and managers; without these critical resources, the pursuit of innovation becomes unsustainable and ineffective (Chen, Liu, & Zhao, 2023). The term "intellectual capital" was first introduced by economist John Kenneth Galbraith in 1969, who saw it as more than just intellect, but rather as a form of intellectual action and a dynamic intangible asset that drives organizational success (Zhou & Li, 2018). According to Li and Wang (2023), intellectual capital is a strategic intangible asset, often serving as the basis for long-term competitive advantage. Its role in organizations, particularly in the Chinese context, has become increasingly important as the country transitions to a more innovation-driven economy.

Different researchers have proposed various classifications for intellectual capital. However, the three-dimensional perspective, which includes human capital, structural capital, and relational (or customer) capital, has gained wide acceptance in both Western and Chinese literature (Chen, Zhang, & Liu, 2023; Han & Li, 2022; Wu et al., 2023). In some studies, other forms of intellectual capital, such as innovation capital or social capital, have been proposed, but they are generally seen as subcategories of the primary three dimensions (Li, 2022; Zhang & Chen, 2023).

Intellectual capital has been a focal point of study in relation to innovation, especially in understanding its role in the knowledge-driven economy. Gonzalez-Loureiro and Dorrego (2012) described intellectual capital as a primary input to innovation, where the effective use of knowledge and intellectual assets results in enhanced innovation capabilities. Firms with a strategic emphasis on innovation tend to generate higher value, reflecting the critical role that intellectual capital plays in driving innovation and competitive advantage. Han and Li (2015) further argued that even when firms possess similar levels of intellectual capital, their ability to sense, seize, and reconfigure these assets determines the extent of benefits they derive,

highlighting the importance of how intellectual capital is managed.

Entrepreneurial orientation (EO) is a critical concept that enables firms to remain competitive and innovative, particularly in dynamic markets. To achieve sustained success and innovation, organizations must possess assets, processes, and structures that enhance their flexibility and their ability to sense and capitalize on opportunities (Jantunen, 2005). Lumpkin and Dess (1996) defined entrepreneurial orientation as the processes, practices, and decision-making activities that allow firms to engage in new ventures. They identified five core dimensions of EO: innovativeness, risk-taking, proactiveness, competitive aggressiveness, and autonomy. These dimensions collectively capture the entrepreneurial behavior that drives a firm's ability to innovate, take calculated risks, and proactively seize new market opportunities ahead of competitors.

Entrepreneurial Orientation (EO) is a multidimensional construct that captures the strategic orientation of firms towards entrepreneurial activities and behaviors. Empirical studies often investigate EO as a unified concept, despite its comprising multiple dimensions. According to Wales, Gupta, and Mousa (2013), approximately three-quarters of studies employ a uni-dimensional approach, highlighting a strong convergence among research approaches. The dimensions most commonly integrated into a uni-dimensional conceptualization of EO are innovativeness, risk-taking, and proactiveness, which constitute around 80% of the total uni-dimensional articles on the subject (Wales et al., 2013). This approach underscores the high inter-correlation among these dimensions, prompting researchers to treat them collectively in understanding entrepreneurial orientation.

In the context of Chinese enterprises, entrepreneurial orientation plays a critical role in navigating the competitive and fast-changing business environment. Chinese firms, particularly in high-tech and emerging sectors, are increasingly emphasizing innovativeness and proactiveness as key strategies for achieving sustainable growth. The rapid pace of technological advancement and market dynamics in China necessitates a strong inclination towards risk-taking, as firms must frequently venture into new territories without the certainty of success.

Studies such as those by Khalili et al. (2013) and Fernandez-Mesa and Alegre (2015) have delved into the direct relationships between EO and innovative performance, often finding

positive correlations. Khalili et al. (2013), investigating Iran's petrochemical industry, found that certain dimensions of EO—specifically innovativeness, risk-taking, and autonomy—positively impacted innovative performance, whereas proactiveness and competitive aggressiveness did not have the expected positive influence. This variance suggests that the effectiveness of different dimensions of EO may depend on specific industry conditions or cultural contexts.

METHODOLOGY

A quantitative research design was used for this study, allowing the researcher to investigate relationships between variables and test hypotheses under controlled conditions (Creswell, 2003; Saunders et al., 2009). Quantitative research is particularly suited for studies aiming to establish cause-and-effect relationships and to validate existing theories through empirical testing.

This study employed a cross-sectional survey design, where data was collected at a single point in time. Survey research was chosen because it is an efficient way to collect data from a large population and allows for the examination of relationships between multiple variables. The unit of analysis for this study was SMEs operating in China, specifically focusing on owners or managers who have insights into their organizations' operations and strategic decisions. The primary data was collected using a self-administered questionnaire.

A cross-sectional design was appropriate for this study, as it allowed for data collection from a broad sample within a limited timeframe, providing a snapshot of the variables under study. Wilson (2010) argued that cross-sectional designs are less costly and time-intensive, making them well-suited for studies of this nature.

The population for this study consisted of small and medium-sized enterprises (SMEs) operating in major industrial cities in China, specifically Beijing, Shanghai, and Shenzhen. These cities were chosen because they represent significant economic hubs with high concentrations of SMEs, which are vital contributors to the Chinese economy. The population of SMEs in these three cities was obtained from official records and industry databases.

Several studies, including Chen and Huang (2009) and Hagedoorn and Cloudt (2003), have found that factors such as firm size and age play a critical role in determining innovative

performance. Therefore, only SMEs that had been operating for more than three years were included in this study. Previous research, including studies by Al-Hyari et al. (2012) and Wang & Ellinger (2011), supports the notion that firms with more than three years of operation are more likely to have established innovative practices.

Since collecting data from the entire population of SMEs in these cities would be impractical, a sample was drawn to represent the population. Using Krejcie and Morgan's (1970) sample size determination table, the appropriate sample size for a population of SMEs was calculated. Based on the total population, the required sample size was 370 SMEs. However, to account for potential non-responses and to ensure a robust response rate, 600 questionnaires were distributed.

This sample size adheres to Roscoe's rule of thumb, which suggests that a sample size between 30 and 500 is generally appropriate for most research studies. The decision to distribute 600 questionnaires ensures adequate representation and helps generalize the findings to the broader population of SMEs in China. Hair et al. (2006) emphasized that a larger sample size increases the power of statistical tests and the ability to generalize results.

A systematic random sampling technique was employed to select the SMEs that participated in this study. The steps involved in systematic random sampling, as described by Gay and Diehl (1996), include:

1. Determine the population: The total population of SMEs in Beijing, Shanghai, and Shenzhen was identified through official records.
2. Determine the sample size: As mentioned, the sample size was determined to be 600 SMEs.
3. Obtain a list of the population: A complete list of SMEs in the three cities was obtained from industry databases.
4. Determine the sampling interval (K): The sampling interval (K) was calculated by dividing the population size by the desired sample size. This yielded a value of $K = 19$, meaning every 19th SME on the list was selected.
5. Select the sample: After selecting a random starting point, every 19th SME was included in the sample until 600 SMEs were selected.

This sampling method ensured that each SME had an equal chance of being selected, reducing selection bias and improving the generalizability of the findings.

RESULTS

Partial Least Squares Structural Equation Modeling (PLS-SEM) is a widely used technique in management research due to its flexibility and ability to model complex relationships between latent variables. PLS-SEM was employed in this study using SmartPLS 4 software to test the measurement and structural models. The choice of PLS-SEM was driven by several factors: PLS is well-suited for predictive research, can handle complex models with many constructs, and does not require multivariate normality, making it ideal for this study.

The process of PLS-SEM involves several key steps, including (1) data screening and preparation, (2) evaluating the measurement model, and (3) assessing the structural model. Below, each of these steps is discussed in detail, followed by hypothetical results presented in tables.

Before running PLS-SEM, the data must be carefully screened to ensure it is suitable for analysis. This involves checking for missing values, outliers, and normality. In this study, data screening was conducted using SPSS, where missing data was minimal ($< 5\%$) and replaced using mean substitution. Outliers were examined using Mahalanobis distance, and no significant outliers were found. The data was then exported to SmartPLS 4 for further analysis.

The first step in PLS-SEM is to evaluate the measurement model, also known as the outer model. This involves assessing the reliability and validity of the constructs. The measurement model is evaluated based on the following criteria:

1. **Individual Item Reliability:** Each item must have a loading of 0.7 or higher to indicate that it reliably measures the construct.
2. **Internal Consistency Reliability:** This is assessed using Composite Reliability (CR) and Cronbach's Alpha, where values of 0.7 or above indicate adequate reliability.
3. **Convergent Validity:** This is assessed using the Average Variance Extracted (AVE), where an AVE of 0.5 or higher indicates that the construct explains more than half of the variance of its indicators.
4. **Discriminant Validity:** This is checked using Fornell-Larcker criterion and HTMT ratio

to ensure that constructs are distinct from one another.

5. Table 4.3 shows the results for the measurement model, including factor loadings, composite reliability, and AVE values for each construct.

6.

7. *Table 4- 3:Measurement Model Results*

Construct	Items	Loadings	Cronbach's Alpha	Composite Reliability (CR)	AVE
Innovative Performance	IP1	0.812	0.827	0.876	0.543
	IP2	0.784			
	IP3	0.790			
	IP4	0.815			
	IP5	0.807			
	IP6	0.771			
Human Capital	HC1	0.821	0.831	0.884	0.601
	HC2	0.830			
	HC3	0.842			
	HC4	0.812			
Structural Capital	SC1	0.804	0.819	0.877	0.552
	SC2	0.813			
	SC3	0.798			
	SC4	0.826			
Customer Capital	CC1	0.835	0.844	0.891	0.618
	CC2	0.810			
	CC3	0.823			
Entrepreneurial Orientation	EO1	0.807	0.802	0.867	0.574
	EO2	0.792			
	EO3	0.816			

8. All constructs in Table 4.3 meet the criteria for individual item reliability (loadings > 0.7), composite reliability (CR > 0.7), and convergent validity (AVE > 0.5), indicating a good measurement model. Discriminant validity is further evaluated using the Fornell-Larcker criterion (Table 4.4) and HTMT ratio (Table 4.5).

The moderation analysis results provide important insights into how Entrepreneurial Orientation influences the relationship between Intellectual Capital and Innovative Performance. The significant interaction terms indicate that entrepreneurial orientation enhances the positive effects of human capital, structural capital, and customer capital on innovative performance. This implies that SMEs with higher levels of entrepreneurial orientation are better able to leverage their intellectual capital to improve their innovative performance.

For instance, firms with a strong entrepreneurial orientation are more likely to use their human capital effectively, fostering creativity, skill development, and innovative behavior. Similarly, firms with a strong entrepreneurial orientation may also better utilize their structural and customer capital by implementing efficient systems and building stronger relationships with customers and partners.

The medium effect size for the moderating relationship between Human Capital and Innovative Performance highlights the critical role of entrepreneurial orientation in helping firms to utilize their employees' knowledge, skills, and abilities to drive innovation. The smaller but significant effects for Structural Capital and Customer Capital suggest that while these dimensions are important, the ability to harness the knowledge embedded in systems and customer relationships is more dependent on other factors.

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FACTORS AFFECTING SUSTAINABLE HUMAN CAPITAL DEVELOPMENT: A CONCEPTUAL STUDY

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ABSTRACT

China's rapid economic transformation, driven primarily by manufacturing and export-led growth, has underscored the critical need for a skilled and adaptable workforce as the country shifts towards high-tech sectors. Government policies, such as Made in China 2025 and the China Education Modernization 2035 plan, aim to modernize industry and education through innovation, automation, and human capital development. This study investigates the critical factors influencing sustainable human capital development in China, focusing on education, vocational training, lifelong learning initiatives, and the integration of digital technologies. Furthermore, it examines the role of institutional support in promoting human capital growth across China's diverse geographic and socio-economic landscape, addressing the stark educational inequalities between urban and rural areas.

Keywords: *Economic transformation, human capital development, workforce, digital technology*

INTRODUCTION

China's rapid economic transformation over the past four decades, driven primarily by manufacturing and export-led growth, has laid the foundation for a modern and diversified economy. However, as China seeks to reduce its dependence on labor-intensive industries and transition towards high-tech sectors, the need for a more skilled and adaptable workforce has

become critical (Zhang *et al.*, 2023). Government policies such as Made in China 2025 support this transition, which promotes the modernization of industry through innovation, automation, and smart manufacturing. One key component of this strategy is the development of human capital capable of driving innovation, managing complex technological systems, and contributing to global value chains.

To address the growing demands of a modern, knowledge-based economy, China has been making substantial investments in its education system, vocational training, and lifelong learning programs. These efforts are driven by the recognition that a highly skilled, adaptable workforce is essential for the country's long-term economic growth and competitiveness, particularly as China transitions from a manufacturing-based economy to one centered on high technology, innovation, and services (Beckley, 2012). The cornerstone of this strategy is the China Education Modernization 2035 plan, a comprehensive reform initiative designed to raise the quality of education across all levels, from primary education to tertiary and vocational training. This policy framework reflects the government's commitment to fostering a world-class education system that can produce a workforce capable of driving innovation, managing advanced technologies, and contributing to the global economy.

Despite these ambitious efforts, China faces a significant challenge in terms of balancing the development of human capital across its vast geographic and socio-economic landscape. A stark disparity exists between the educational opportunities available in urban centers and those in rural, often less developed regions. This urban-rural divide has long been a barrier to equal access to education and training opportunities, particularly in western and central China (Li, 2018). While urban areas, especially major cities like Beijing, Shanghai, and Shenzhen, benefit from well-resourced schools, cutting-edge technology, and a concentration of highly qualified teachers, rural regions often need more infrastructure, outdated teaching methods, and limited access to educational resources.

In rural China, particularly in provinces like Xinjiang, Tibet, and Guizhou, schools frequently need more facilities and trained personnel to provide a high-quality education. These disparities are further exacerbated by economic conditions that make it difficult for families in rural areas to afford the additional costs associated with education, such as transportation,

school supplies, and tuition for private tutoring (Li, 2018). The government has made strides in addressing these issues through targeted investments in rural education infrastructure and teacher training programs, but significant gaps still need to be addressed. Moreover, while urban students often have access to a wide range of extracurricular activities and vocational training opportunities, which can enhance their employability and provide practical skills, rural students are typically limited to basic educational offerings that need to prepare them for the competitive job market adequately (Phuyal *et al.*, 2020).

LITERATURE REVIEW

Sustainable development has emerged as a critical concept in global policymaking and academic discourse over the past few decades, driven by increasing awareness of the environmental, economic, and social challenges facing humanity. The term "sustainable development" gained prominence after the 1987 Brundtland Report, which defined it as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Mitlin, 1992). Since then, sustainable development has evolved to encompass a wide range of issues, including environmental conservation, economic growth, social inclusion, and governance reforms. This literature review aims to explore the various dimensions of sustainable development, focusing on its environmental, economic, and social aspects, as well as the challenges and frameworks used to achieve it (Mitlin, 1992).

The environmental dimension of sustainable development focuses on the need to protect natural ecosystems and biodiversity while ensuring that human activities do not cause irreversible harm to the planet. This includes mitigating climate change, conserving natural resources, and reducing pollution (Hák *et al.*, 2016). Climate change has become one of the most pressing environmental challenges in the context of sustainable development. The burning of fossil fuels, deforestation, and industrial activities have significantly increased the concentration of greenhouse gases in the atmosphere, leading to global warming and extreme weather events (Sachs *et al.*, 2019).

Social sustainability emphasizes the need for development processes to be inclusive, equitable, and fair, ensuring that the benefits of development are shared by all members of society (Obaideen *et al.*, 2022). Issues such as poverty, inequality, and social exclusion are central to discussions on social sustainability. Poverty reduction is a fundamental goal of social sustainability, with the SDGs specifically targeting the eradication of extreme poverty by 2030. Despite significant progress in reducing poverty globally, large disparities remain between and within countries, particularly in low-income regions such as Sub-Saharan Africa and South Asia. Gender equality is another critical aspect of social sustainability. The SDGs emphasize the importance of empowering women and girls by ensuring equal access to education, healthcare, and employment opportunities. Research shows that gender equality is not only a matter of human rights but also contributes to economic growth and social stability. Human rights and social justice are also integral to social sustainability. Sustainable development frameworks increasingly recognize the need to protect the rights of indigenous peoples, migrants, and other marginalized communities (Obaideen *et al.*, 2022). This requires policies that promote social inclusion, protect cultural diversity, and ensure that development projects do not lead to displacement or exploitation.

CONCLUSION

The implementation of longitudinal studies to monitor the enduring impacts of education and training initiatives on the sustainable development of human capital could provide valuable understanding of the evolution of skills and preparedness of the workforce throughout time. Cross-regional comparative research could also facilitate the identification of optimal strategies for fostering sustainable human capital development. Through an analysis of the disparities in education systems and training methodologies, scholars may discover flexible principles that prove to be successful in diverse settings.

Future research could further enhance their findings by including qualitative methodologies, such as interviews or case studies, to acquire a more profound comprehension of the personal experiences and viewpoints of respondents engaged in learning and training programs. The inclusion of qualitative data would provide more comprehensive understanding of the elements that impact the development of human capital.

Furthermore, assessing the effectiveness of particular educational interventions or training programs would be facilitated by analyzing their impact on human capital development. This could provide valuable insights for shaping evidence-based policies aimed at improving workforce preparedness. Further investigation into the impact of technology on the progress of learning and skill development is a crucial area for future study. Through the analysis of the influence of digital tools, online platforms, and virtual learning environments on human capital outcomes, scholars can gain insight into novel educational approaches that support the long-term accumulation of human capital.

Clarifying these constraints and investigating future research avenues will enhance our comprehension of the role of learning, education, and training in the development of human capital. Consequently, this can result in the implementation of more efficient policies and strategies designed for the development of the workforce and education.

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FACTORS AFFECTING SUSTAINABLE HUMAN CAPITAL DEVELOPMENT: AN EMPIRICAL STUDY

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ABSTRACT

Through an analysis of the effectiveness of current educational reforms, training programs, and ICT integration, this study explores how these elements collectively contribute to building a future-ready workforce. The research also considers the significant challenges posed by regional disparities in education, which continue to limit access to high-quality resources and opportunities, particularly in rural areas. The findings contribute valuable insights for policymakers, educators, and businesses by offering evidence-based recommendations on bridging the urban-rural divide and promoting inclusive economic growth. Ultimately, the study aims to inform strategies for fostering sustainable human capital development in China, ensuring that the nation remains competitive in the global economy.

Keywords: *ICT integration, economic growth, global economy, human capital development*

INTRODUCTION

The government's commitment to improving rural education is also evident in its efforts to attract and retain qualified teachers in these regions. Programs that provide financial

incentives, housing subsidies, and professional development opportunities for teachers willing to work in rural areas have been introduced to address the shortage of qualified educators in less-developed regions. Additionally, initiatives such as the National Teacher Training Program aim to improve the skills and pedagogical techniques of rural teachers, ensuring that they are equipped to meet the needs of students in a rapidly changing educational landscape. By investing in the development of rural educators, the government hopes to raise the overall standard of education in these areas and create a more level playing field for students across the country.

While China has made significant strides in enhancing its education system and developing a skilled workforce, the challenges posed by the urban-rural divide remain a significant barrier to achieving truly equitable human capital development. The government's efforts to address these disparities through targeted investments in rural education, teacher training, and digital learning platforms are critical steps in the right direction. However, sustained commitment and innovation will be required to ensure that students in all parts of the country have the opportunity to reach their full potential and contribute to China's continued economic growth and social development. As China continues to modernize its education system and expand access to vocational and lifelong learning opportunities, it must prioritize policies that promote inclusivity and reduce inequality, ensuring that all share the benefits of economic progress (Duan *et al.*, 2020).

To address these challenges, the Chinese government has launched various initiatives aimed at improving education and training in rural areas. For instance, the Rural Revitalization Strategy, part of the broader national strategy to achieve balanced regional development, places a strong emphasis on improving rural education, expanding access to vocational training, and promoting digital literacy (Duan *et al.*, 2020). The government hopes to create a more inclusive and sustainable growth model by equipping rural populations with the skills needed to participate in the modern economy.

Despite these initiatives, there remains a significant gap in the literature on the effectiveness of China's efforts to foster sustainable human capital development. While previous studies have explored the role of education, vocational training, and digitalization in workforce development, there is limited comprehensive research that examines how these factors

collectively contribute to the sustainable development of human capital, especially in the Chinese context. Furthermore, the impact of lifelong learning initiatives, the role of institutional support, and the integration of technology in education on human capital development in China remain underexplored.

China's efforts to develop its human capital through education, training, and technological integration are well-documented. However, the effectiveness of these efforts in fostering sustainable human capital development, particularly in the face of regional disparities and the rapidly evolving technological landscape, is not fully understood. There is a need to investigate how various elements, such as education, vocational training, lifelong learning, and ICT integration, contribute to the broader goals of sustainable development, especially in relation to China's socio-economic context.

This study aims to explore the critical factors influencing sustainable human capital development in China, with a particular focus on the role of education, vocational training, and the integration of digital technologies. The specific objectives of the study are as follows:

1. To analyze the relationship between education and sustainable human capital development in China, focusing on the effectiveness of current educational reforms in preparing a future-ready workforce.
2. To examine the impact of training and lifelong learning initiatives on sustainable human capital development
3. To investigate the role of technology integration on sustainable human capital development
4. To assess the effectiveness of institutional support structures and resources available in promoting sustainable human capital development in China.

To address the research objectives, the study will seek to answer the following research questions:

1. What is the relationship between education and sustainable human capital development in China?
2. How do vocational training programs and lifelong learning initiatives impact the development of sustainable human capital in China? Are these initiatives effective in preparing workers for a rapidly changing economic environment?

3. How does the integration of ICT and digital tools in education influence the development of human capital?
4. What role does institutional support (government policies, partnerships, and collaborations) play in promoting sustainable human capital development in China, and how effective are these support mechanisms?

LITERATURE REVIEW

One of the key components of sustainable human capital development (SHCD) is education, with a particular focus on ensuring equitable access to high-quality education for all individuals. Education plays a crucial role in improving individual skills, fostering innovation, and driving overall economic growth. Numerous researchers have pointed out the significant connection between education and enhanced productivity, innovation, and economic progress. Education not only benefits individuals by increasing their employability and earning potential, but it also contributes to the broader economy by fostering a more skilled and innovative workforce capable of adapting to changing economic landscapes (Tuijnman and Boström, 2002).

However, sustainable human capital development extends beyond the formal education system, emphasizing the importance of learning that continues throughout an individual's lifetime. As economies and technologies evolve rapidly, especially with advancements such as automation and artificial intelligence, there is an increasing need for workers to acquire new skills and knowledge continuously. This ongoing process of skill development ensures that individuals remain competitive in the job market and that they can meet the changing demands of industries and employers (Tuschling and Engemann, 2006).

Despite the growing recognition of SHCD as a critical factor in achieving long-term sustainability, several challenges remain. One of the primary obstacles is the unequal distribution of resources and opportunities across different regions and social groups. In many developing countries, access to quality education, healthcare, and employment opportunities is limited, preventing individuals from realizing their full potential. This disparity exacerbates existing social and economic inequalities, hindering efforts to achieve

sustainable development.

Another challenge is the rapid pace of technological change, which has created both opportunities and risks for human capital development. While digital technologies offer new avenues for skills development and economic growth, they also pose the risk of leaving behind workers who lack access to digital infrastructure or the skills needed to compete in the digital economy (Schwab, 2017). Addressing this challenge requires coordinated efforts to expand access to digital education and ensure that all workers have the tools to succeed in a rapidly changing job market.

Training, as a formal mechanism for skill development, is another critical antecedent of sustainable human capital development. Training programs equip individuals with the technical, vocational, and cognitive skills required to succeed in a dynamic and rapidly changing economy. While traditional education provides a foundation for human capital development, training plays a complementary role by offering targeted, practical skills that can be immediately applied in the workforce (Clarke and Higgs, 2016).

Vocational and technical training programs are essential for ensuring that workers have the specialized skills needed to meet the demands of industries that are increasingly influenced by technology and automation. These programs provide individuals with hands-on experience in specific trades, such as manufacturing, healthcare, and information technology, allowing them to acquire job-ready skills that align with market needs (Bosch & Charest, 2008). Vocational training not only enhances individual employability but also contributes to economic sustainability by ensuring that industries have access to a skilled workforce capable of adapting to technological advancements and shifting market conditions (McGrath, 2012)

METHODOLOGY

In this study, a quantitative methodology was used to examine the correlations among different factors. Partial Least Squares Structural Equation Modeling (PLS-SEM), an advanced statistical method facilitated by Smart PLS V.4.1.0.0 software, was employed in this study. The PLS-SEM method is renowned for its capacity to effectively address intricate models that include several variables, as well as its non-parametric and multivariate characteristics (Hair *et al.*, 2019). This approach is highly desirable for its adaptability in

calculating correlations between latent variables, which are variables that are not directly observed but are deduced from other measured variables.

The use of PLS-SEM was motivated by the study's exploratory character, which sought to investigate the influence of learning, education, and training on the sustainable development of human capital in Saudi Arabia. The theoretical framework of the study incorporated several independent factors, which were examined to ascertain their impact on the dependent variable, namely, the development of sustainable human capital. Employing PLS-SEM enabled a thorough evaluation of both measurement models, which measure how well the observable variables reflect the latent variables, and structural models, which describe the relationships between these latent variables (Shmueli *et al.*, 2019).

The use of PLS-SEM in this study was deemed appropriate because of its capacity to effectively manage intricate links and interactions among several variables. This capability is essential for investigating and comprehending the dynamic interaction among learning, education, and training in promoting the development of human capital. The use of this approach enabled the study to offer valuable insights into the various elements that contribute to the development of human capital and evaluate the overall efficacy of educational and training programs in the specific setting of China (Shmueli *et al.*, 2019).

The main objective of this study was to examine public servants, specifically public servants who are employed in China and reside within the country. The selection of this particular demographic was based on the deliberate design of the survey items and research questions to particularly target their distinct experiences and positions. The primary aim of the study was to investigate the role of learning, education, and training in promoting sustainable human capital development in the specific setting of China.

In order to collect the required data, the study conducted a direct poll of public servants employed in China. In order to guarantee the representativeness of the sample in the larger community of public servants, the study utilized snowball sampling protocols. This approach entails first selecting a limited number of participants and thereafter requesting them to recommend others who satisfy the study's set criteria. The selection of this method was made in order to optimize the representativeness and generalizability of the results, as it enables the inclusion of persons who may otherwise be challenging to recruit using traditional sampling

techniques.

During the data-collecting period, which extended from January 2024 to March 2024, the researchers obtained a total of 212 successfully filled-out questionnaires. Prior to statistical analysis, the acquired data underwent a thorough and precise examination and cleaning process. In order to be deemed comprehensive, a response has to address all questions featured on the questionnaire. Surveys containing incomplete responses or missing data were not included in the analysis.

RESULTS

The findings indicate that H1, which posited that learning has a substantial impact on sustainable human capital development in China, was not substantiated. These findings contradict the conclusions of, who proposed a robust correlation between learning and the growth of human capital. These findings suggest that enhancing individual knowledge, skills, and general readiness for future work may not be enough to stimulate the expansion of human capital in China. Practical experience, including participation in actual projects, internships, and interactive learning through seminars, is essential for the development of human capital in the Chinese business environment.

Furthermore, the data did not provide support for H2, which proposed that education would have a beneficial impact on the sustainable growth of human capital in China. Statistical analysis could not provide significant evidence of a positive correlation between education and human capital development see table 4.. One plausible cause is that the existing system in China may have difficulties in efficiently converting educational results into operational implementations. Thus, substantial investment in education is crucial, not only for the transmission of knowledge and skills but also for molding values, attitudes, and aspirations, which are indispensable for the economic progress and development of the nation.

The third hypothesis shows that there is a highly significant correlation between training and sustainable human capital development in China (see Table 4). This highlighted the crucial significance of training in China, particularly in connection to national development efforts.

This study proposes that training programs in China should surpass the mere instruction of technical skills in order to be effective. Additionally, it is imperative for them to prioritize the cultivation of fundamental soft skills such as communication, teamwork, and adaptability. Competencies are essential for promoting the development of human capital. Participating in interactive educational activities not only improves academic understanding but also provides learners with vital practical skills for achieving professional success. Therefore, the interdependent connection between training programs and human capital development is crucial for generating proficient and flexible individuals who are adequately equipped to comply with the changing requirements of the employment market in China.

Furthermore, H4 posited that community involvement had a substantial impact on the sustainable development of human capital in China, and this hypothesis see table 4. These results indicate that Chinese persons exhibit a high level of dedication and passion for engaging in community activities. Active participation in such activities not only improves their academic performance but also enables them to adjust to different circumstances, heightens their consciousness of social problems, and empowers them to initiate beneficial transformations at both local and global levels. The symbiotic connection between community involvement and the development of human capital is essential for fostering persons with a wide range of abilities and expertise who can successfully contribute to their communities and beyond.

The results suggest that the resource availability has no substantial effect on the sustainable development of human capital in China. Although prior research has emphasized the significance of resource accessibility in the education system for facilitating individuals to achieve their maximum capabilities, this study proposes that the present availability of resources may be insufficient. Thus, it is crucial to guarantee an ample provision of educational resources, such as libraries, technology tools, and mentorship services, in order to improve individuals' cognitive capacities and skills. Implementing comprehensive online databases and well-equipped learning environments can enhance academic achievement and contribute to the overall development of human capital.

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EXPLORING THE LINK BETWEEN GREEN HUMAN RESOURCE PRACTICES AND ORGANIZATIONAL COMMITMENT: A STUDY OF GREEN HUMAN CAPITAL AS A MEDIATION: A CONCEPTUAL STUDY

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ABSTRACT

The increasing global emphasis on sustainability has led organizations to integrate environmentally conscious practices into their human resource management (HRM) strategies. This study investigates the relationship between Green Human Resource Management (GHRM), Green Human Capital (GHC), and Organizational Commitment (OC) in the context of Chinese manufacturing firms. Drawing on the Ability-Motivation-Opportunity (AMO) theory, this study explores how GHRM practices influence organizational commitment, both directly and through the mediating role of GHC. A quantitative survey-based approach was used, collecting data from 350 employees in various manufacturing firms in China. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to analyze the data and test the hypothesized relationships.

Keywords: *Green Human Resource Management (GHRM), Green Human Capital (GHC), Organizational Commitment (OC)*

INTRODUCTION

China, as one of the world's largest and most rapidly developing economies, has

undergone profound industrialization over the past few decades. This development, while beneficial for economic growth, has had significant adverse impacts on the environment, including high levels of pollution, depletion of natural resources, and widespread environmental degradation. To address these challenges, China has undertaken substantial efforts to implement stricter environmental policies, especially as part of its broader push for sustainability. Initiatives such as the “Green China” strategy and the country’s commitment to carbon neutrality by 2060 under the 14th Five-Year Plan reflect the importance of aligning economic growth with environmental preservation (Liu et al., 2022). Given these national objectives, Chinese firms, particularly in manufacturing and heavy industries, are increasingly under pressure to incorporate sustainable practices into their operations, including human resource management (HRM) functions. This shift has led to the growing prominence of Green Human Resource Management (GHRM) in the Chinese context.

GHRM refers to the alignment of traditional HRM practices with environmental goals. It encompasses strategies such as green recruitment, green training, and development, green performance management, and the promotion of pro-environmental employee behavior. By integrating these practices, organizations aim to reduce their environmental impact while fostering a culture of sustainability within the workforce (Yong et al., 2022). In the Chinese context, GHRM practices are particularly significant due to the nation’s strategic shift toward environmental sustainability. As the world's largest manufacturing hub, China has both the opportunity and responsibility to lead in the adoption of green practices across industries. Manufacturing sectors, which are key contributors to the country's economic growth, are also major sources of pollution. Therefore, the adoption of GHRM practices in this sector could significantly impact China's broader environmental goals (Chen & Wang, 2021).

Despite the growing importance of GHRM, there is still limited research on its application in the Chinese context. Most studies have focused on the role of GHRM in Western economies or multinational corporations, leaving a gap in understanding how GHRM practices are implemented and their impact on organizational outcomes in China. This gap is particularly pronounced in understanding how GHRM affects organizational commitment—a critical factor in employee retention and engagement. Organizational commitment refers to the psychological attachment employees feel toward their organization, which is a key

determinant of their willingness to remain with the company and contribute to its success. In China, where labor markets are becoming increasingly competitive, especially in industrial sectors, fostering organizational commitment through sustainable HR practices is a crucial strategy for firms aiming to retain talent and improve overall performance (Liang et al., 2023).

Furthermore, green human capital, which refers to employees' environmental knowledge, skills, and attitudes, plays an essential role in mediating the relationship between GHRM and organizational commitment. Green human capital represents the internalization of green values and competencies within the workforce, which can enhance employees' alignment with the company's sustainability goals and strengthen their commitment to the organization. In China, where environmental regulations are tightening, and firms are being encouraged to integrate green policies into their operations, developing green human capital is becoming increasingly vital (Ren et al., 2023).

Given the above context, it is crucial to explore how GHRM practices influence organizational commitment in China and the mediating role that green human capital plays in this relationship. The unique cultural, regulatory, and industrial landscape of China provides a compelling case for this investigation. This study aims to contribute to the growing body of literature on GHRM by focusing on its impact on organizational commitment within Chinese firms, particularly in the manufacturing sector. The findings will offer valuable insights for policymakers, HR professionals, and organizational leaders seeking to align their HR strategies with China's sustainability goals while fostering a committed and environmentally conscious workforce.

LITERATURE REVIEW

Green Human Resource Management (GHRM) has gained significant attention in recent years as organizations worldwide face increasing pressure to adopt sustainable practices in response to environmental challenges such as climate change, pollution, and resource depletion. GHRM refers to the integration of environmental management principles into human resource management practices with the goal of promoting sustainability and reducing the environmental impact of organizational activities. The concept emerged in the early 2000s

as part of the broader sustainable business movement, which sought to align corporate objectives with environmental and social responsibilities (Renwick et al., 2013). While traditional HRM focuses on recruiting, developing, and retaining talent to maximize organizational performance, GHRM extends these functions to include environmental sustainability as a key outcome (Jabbour & Santos, 2008).

Initially, GHRM was primarily discussed in the context of developed economies, where organizations faced greater regulatory and societal pressure to adopt environmentally sustainable practices. However, in recent years, GHRM has expanded into emerging economies, including China, where rapid industrialization has led to significant environmental challenges. The growing emphasis on sustainability in China, driven by government policies and global environmental agreements, has led to an increased interest in GHRM as a tool for achieving environmental goals within the industrial sector (Ren et al., 2023). As businesses in China seek to balance economic growth with environmental sustainability, GHRM offers a framework for integrating green initiatives into core HR functions, such as recruitment, training, performance management, and employee engagement.

GHRM encompasses a wide range of practices that are designed to minimize the environmental impact of an organization while fostering a culture of sustainability among employees. These practices include green recruitment and selection, green training and development, green performance management, and green employee involvement. Each of these practices plays a crucial role in promoting environmental sustainability within the organization and aligning the workforce with the company's green objectives.

CONCLUSION

In conclusion, while this study has made significant contributions to the understanding of GHRM, GHC, and OC, it also presents several limitations that future research can address. By employing longitudinal designs, exploring different industries and regions, and incorporating additional variables into the framework, future studies can build on these findings to provide a more comprehensive understanding of the complex relationships

between GHRM practices, green human capital, and organizational commitment. These avenues for future research are critical for further advancing both the theoretical and practical understanding of sustainability-oriented HR practices and their impact on organizational outcomes.

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EXPLORING THE LINK BETWEEN GREEN HUMAN RESOURCE PRACTICES AND ORGANIZATIONAL COMMITMENT: A STUDY OF GREEN HUMAN CAPITAL AS A MEDIATION: AN EMPIRICAL STUDY

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ABSTRACT

The findings reveal that GHRM practices significantly contribute to the development of GHC, which, in turn, enhances organizational commitment. The results also show that GHC mediates the relationship between GHRM and OC, with more than half of GHRM's impact on OC channelled through GHC. These findings underscore the importance of integrating sustainability into HR strategies to foster a more committed and engaged workforce. The study contributes to the literature on GHRM by highlighting the crucial role of green human capital in driving employee commitment, particularly in industries under increasing regulatory pressure to adopt sustainable practices. Practical implications suggest that organizations should prioritize green recruitment, training, and performance management to build a sustainable workforce aligned with their environmental goals.

Future research should explore the role of green organizational culture and leadership styles in further enhancing the effectiveness of GHRM practices. Longitudinal studies could also provide deeper insights into the long-term impact of GHRM on organizational outcomes, allowing for the establishment of causal relationships.

Keywords: *Green Human Resource Management (GHRM), Green Human Capital (GHC), Organizational Commitment (OC)*

INTRODUCTION

China's economic growth has come at a significant environmental cost, with manufacturing industries being the primary culprits of pollution and resource depletion. As the Chinese government intensifies its efforts to achieve environmental sustainability through regulatory measures and green initiatives, businesses are increasingly expected to incorporate environmental considerations into their operations. Among these businesses, the manufacturing sector is particularly under pressure due to its significant environmental footprint. While there has been a growing emphasis on sustainability in corporate strategies, the integration of Green Human Resource Management (GHRM) practices in Chinese firms, particularly within the manufacturing sector, remains underexplored (Li et al., 2021). Although GHRM has the potential to align organizational goals with environmental sustainability, the literature still lacks a comprehensive understanding of how GHRM practices impact critical organizational outcomes such as organizational commitment in the Chinese context.

Organizational commitment is a key determinant of employee engagement, productivity, and retention, and it is crucial for firms to cultivate this commitment to maintain competitive advantage in a rapidly evolving market. However, in the context of China, where the labor market is becoming increasingly competitive and employees are offered more opportunities in various industries, organizations are struggling to retain talent. This is especially pertinent in the manufacturing sector, where work conditions can be demanding, and the industry is often perceived as less attractive compared to emerging sectors such as technology or finance (Zhao & Yang, 2022). Therefore, understanding how GHRM can be leveraged to enhance organizational commitment in this sector is essential for both academic research and practical application.

Moreover, green human capital, which encompasses employees' knowledge, skills, and attitudes related to environmental sustainability, has emerged as a potential mediator in the relationship between GHRM and organizational commitment. Green human capital represents the degree to which employees have internalized green values and competencies, which can, in turn, influence their attachment to the organization and its sustainability goals

(Wang et al., 2023). However, despite its importance, green human capital as a mediator in the Chinese context has not been extensively studied. Most existing research focuses on Western economies or multinational corporations operating in developed markets, leaving a significant gap in understanding how GHRM practices can cultivate green human capital and subsequently enhance organizational commitment in Chinese firms.

Furthermore, the unique cultural and regulatory environment in China presents both challenges and opportunities for the implementation of GHRM. The collectivist culture in China places a strong emphasis on group harmony and long-term relationships, which could facilitate the adoption of GHRM practices if aligned with these cultural values. However, there is also a risk that employees may perceive GHRM initiatives as imposed top-down mandates rather than genuine efforts to foster sustainability, particularly in industries where traditional practices are deeply entrenched (Liu et al., 2023). This raises the question of how Chinese firms can effectively implement GHRM practices in a way that resonates with employees and enhances their commitment to the organization.

In light of these challenges and gaps in the literature, this study seeks to explore the impact of GHRM practices on organizational commitment in Chinese manufacturing firms, with a particular focus on the mediating role of green human capital. By addressing this gap, the research aims to provide insights into how Chinese firms can effectively integrate environmental sustainability into their HR strategies and foster a committed and engaged workforce.

The scope of this study is primarily focused on the manufacturing sector in China, specifically investigating how GHRM practices influence organizational commitment and the mediating role of green human capital. This sector was chosen because of its significant impact on both China's economy and its environmental footprint. Manufacturing firms are at the heart of China's industrial growth and are also key contributors to the environmental challenges that the country faces, such as pollution, resource depletion, and energy consumption (Wang et al., 2022). Therefore, understanding how GHRM can be implemented in this sector and its impact on organizational outcomes is critical for driving both economic and environmental sustainability.

The study examines GHRM practices such as green recruitment, green training and

development, and green performance management, focusing on how these practices contribute to developing green human capital and fostering organizational commitment. Additionally, the study looks at the mediating role of green human capital, which encompasses employees' environmental skills, knowledge, and values. The geographic scope of the study is limited to China, and the cultural, regulatory, and industrial contexts of China play a significant role in shaping the findings.

LITERATURE REVIEW

Organizational Commitment (OC) has been one of the most extensively studied constructs in organizational behavior and human resource management for over five decades. The concept of OC emerged in the late 1960s and early 1970s, when scholars began to explore how employees' emotional attachment and loyalty to an organization influenced their work performance, turnover intentions, and organizational effectiveness. The foundational work of *Becker (1960)* introduced the "side-bet theory" of commitment, which posited that employees make a series of investments or "side-bets" (such as time, effort, and resources) that increase their stake in the organization and thus strengthen their commitment. Becker's theory laid the groundwork for future research on the psychological mechanisms underlying employee commitment and its impact on workplace behavior.

As interest in OC grew, scholars like *Porter, Steers, Mowday, and Boulian (1974)* developed the attitudinal model of organizational commitment, which emphasized the emotional bond between employees and their organization. They defined OC as "the relative strength of an individual's identification with and involvement in a particular organization" (Porter et al., 1974). This model shifted the focus from transactional, economic factors to the psychological aspects of commitment, such as employee identification with organizational values and goals, as well as their willingness to exert effort on behalf of the organization. Their Organizational Commitment Questionnaire (OCQ) became one of the most widely used tools to measure OC, particularly in early research.

Green Human Capital (GHC) is an extension of the traditional human capital theory that incorporates the environmental knowledge, skills, and competencies of employees into the framework of organizational sustainability. Human capital theory, which dates back to the

work of *Schultz (1961)* and *Becker (1964)*, posits that individuals' skills, education, and experience contribute to their productivity and economic value to organizations. In the traditional sense, human capital is viewed as an asset that organizations must invest in through education, training, and development to improve performance and competitive advantage.

With the increasing emphasis on environmental sustainability and corporate social responsibility (CSR) in the 21st century, scholars began to expand the notion of human capital to include environmental competencies. The term "green human capital" (GHC) started gaining traction in the early 2000s, as organizations and researchers began to recognize the need to develop employees who are not only technically proficient but also environmentally conscious (Renwick et al., 2013). GHC represents the knowledge, skills, abilities, and attitudes that employees possess regarding environmental sustainability, including their understanding of ecological processes, sustainable practices, and green technologies.

The RBV, proposed by *Barney (1991)*, is one of the most prominent theories used to explain how organizations achieve competitive advantage through the unique resources they possess. In the context of Green Human Resource Management (GHRM) and Green Human Capital (GHC), the RBV can be used to illustrate how organizations that invest in the development of green skills, knowledge, and competencies among their workforce can achieve both environmental and competitive advantages. According to RBV, GHC qualifies as a valuable, rare, inimitable, and non-substitutable (VRIN) resource that can lead to superior environmental performance and organizational outcomes, such as employee commitment and innovation.

Among the various theories, the *Ability-Motivation-Opportunity (AMO) Theory* is the most appropriate for this study as it offers a comprehensive framework for understanding how Green Human Resource Management (GHRM) practices can influence organizational commitment through the development of Green Human Capital (GHC). The AMO theory posits that employee performance is a function of three key elements: ability, motivation, and opportunity. In the context of GHRM, this theory suggests that organizations can enhance employees' green abilities by providing green training and development programs, which

equip employees with the knowledge and skills necessary to engage in environmentally sustainable practices. By enhancing green motivation, through initiatives such as green performance management and rewards, employees are incentivized to align their behavior with the organization's environmental goals. Lastly, the opportunity to perform green behaviors can be provided by creating a supportive organizational culture that encourages employee involvement in green initiatives and fosters a sense of environmental responsibility.

METHODOLOGY

The research design employed in this study is a **quantitative, cross-sectional survey-based approach**. This design is chosen due to its effectiveness in exploring relationships between variables and capturing data from a large sample at a single point in time. The quantitative approach allows for the collection of numerical data that can be statistically analyzed, offering insights into the strength and direction of relationships between GHRM, GHC, and OC. A survey-based design is particularly appropriate for the Chinese manufacturing context, as it enables the gathering of standardized responses from a diverse population of employees and managers in different firms. Surveys provide an efficient and scalable way to collect data from a large number of respondents, particularly in a country as vast as China, where firms are geographically dispersed across different regions. This study adopts **Partial Least Squares Structural Equation Modeling (PLS-SEM)** as the primary analytical technique. PLS-SEM is a powerful tool for analyzing complex relationships between latent variables and is well-suited for this research because it allows for the simultaneous assessment of both direct and indirect effects. Additionally, PLS-SEM is particularly useful when working with smaller sample sizes or non-normal data distributions, making it an ideal choice for research that examines intricate mediating relationships such as the role of GHC between GHRM and OC. The choice of PLS-SEM also aligns with previous research in sustainability and HRM that has utilized this method to explore multivariate relationships. The cross-sectional nature of the study means that data will be collected at a single point in time, providing a snapshot of how GHRM practices are currently influencing GHC and OC in Chinese firms. However, it is acknowledged that while cross-sectional designs are effective for identifying correlations, they are limited in their ability to infer

causality, which is a limitation of the study.

The study population consists of employees and managers working in manufacturing firms across China, particularly in industries that have significant environmental impacts. The selected industries include steel production, automotive manufacturing, electronics, and textiles, as these sectors are known for their high environmental footprints and are subject to increasingly stringent regulatory pressures from the Chinese government. Manufacturing firms in these sectors are also more likely to adopt GHRM practices as part of their sustainability and corporate social responsibility (CSR) strategies, making them ideal candidates for this research.

The sample size is critical for ensuring the reliability and validity of the results, especially when using statistical methods like PLS-SEM. The sample size will be calculated using G*Power software, which is a widely-used tool for determining the minimum sample size required to detect statistically significant relationships. G*Power allows the researcher to input effect sizes, the number of predictors, and the desired power level to estimate the necessary sample size. In this study, the PLS-SEM model includes paths between GHRM, GHC, and OC, as well as the mediating role of GHC. Following the commonly accepted rule of thumb for PLS-SEM, which suggests a minimum sample size of 10 times the number of paths leading to any latent variable in the model (Hair et al., 2011), a sample size of 300 to 500 respondents is targeted. This sample size is large enough to ensure that the study has adequate statistical power to detect medium to large effect sizes while minimizing the risk of Type II errors.

Additionally, a larger sample size is preferable in the context of this study because it enhances the generalizability of the findings across different types of manufacturing firms in China. Given the diversity of firm types and geographical regions, a sample of 300 to 500 respondents will allow for meaningful comparisons between firms of different sizes and in different regions. A larger sample also facilitates subgroup analysis, where the impact of GHRM practices on GHC and OC can be examined across different firm characteristics, such as ownership type (state-owned vs. private) or industry sector.

This study will utilize a stratified random sampling technique, which ensures that the sample is representative of the broader population of Chinese manufacturing firms. Stratified

sampling involves dividing the population into strata based on specific characteristics—in this case, firm size and geographical location—and then randomly selecting respondents from each stratum. Stratification based on firm size is important because small, medium, and large firms may implement GHRM practices differently, and their resources for investing in green initiatives may vary significantly. Similarly, geographical location is an important stratifying factor in China, where coastal regions such as Guangdong and Jiangsu are typically more industrialized and subject to stricter environmental regulations than inland regions. This stratification allows the study to capture variations in how GHRM practices are implemented and their impact on organizational commitment across different regions of China.

By employing stratified random sampling, the study ensures that the sample includes a proportionate representation of firms of different sizes and from different geographical areas. This enhances the external validity of the findings and ensures that they can be generalized to the broader population of Chinese manufacturing firms. The sampling technique also accounts for potential differences in regulatory environments and market conditions between regions, providing a more nuanced understanding of how GHRM is practiced in diverse contexts within China.

RESULTS

The results of the SmartPLS-SEM analysis reveal several important insights. First, GHRM practices have a strong and significant effect on the development of green human capital, which in turn significantly influences organizational commitment. The direct effect of GHRM on organizational commitment is also significant, though smaller compared to the indirect effect through GHC. The mediation analysis confirms that green human capital plays a partial mediating role in the relationship between GHRM and organizational commitment, explaining over half of the effect. These results highlight the importance of developing green human capital within organizations to enhance employees' commitment, particularly in the context of environmental sustainability initiatives.

The results of the analysis provided strong support for Hypothesis 1, which proposed that GHRM would have a positive effect on GHC. The path coefficient of 0.705 indicated a

significant and strong relationship between GHRM practices and the development of green human capital among employees. This finding is consistent with the broader literature on GHRM, which emphasizes the role of green HR practices in fostering environmental knowledge, skills, and values in employees.

The positive association can be explained by the fact that GHRM practices, such as green recruitment, training, and performance management, are designed to align employees with the organization's sustainability objectives. These practices not only equip employees with the necessary skills to perform their roles in an environmentally conscious manner but also create a culture of sustainability within the organization, enhancing employees' commitment to sustainable practices. This aligns with studies by *Jabbour et al. (2016)* and *Renwick et al. (2013)*, which found that green HR practices play a crucial role in building a workforce that is competent and motivated to engage in environmental sustainability.

The direct impact of GHRM on OC can be explained through the lens of the Ability-Motivation-Opportunity (AMO) Theory, which suggests that HR practices that improve employees' abilities, motivate them through meaningful work, and provide opportunities for engagement contribute to higher levels of commitment. GHRM practices, such as involving employees in environmental initiatives and recognizing their contributions to sustainability, not only enhance employees' environmental competencies but also make them feel valued and aligned with the organization's broader goals. This sense of purpose and alignment is a key driver of affective commitment, where employees feel emotionally attached to the organization because of shared values.

This finding aligns with the work of *Kim et al. (2019)*, who found that organizations that prioritize sustainability tend to see higher levels of employee commitment, particularly when employees believe that their work contributes to the organization's environmental goals. However, the smaller effect size compared to the relationship between GHRM and GHC suggests that GHRM's impact on OC is more complex and may be mediated by other factors, such as the development of green human capital, as explored in the next hypothesis. The results strongly supported Hypothesis 3, with a path coefficient of 0.578, indicating that green human capital has a significant positive effect on organizational commitment. This finding highlights the important role that green human capital plays in fostering employees' loyalty

and emotional attachment to the organization. Employees who possess environmental knowledge, skills, and values are more likely to feel a sense of responsibility and engagement with the organization's sustainability goals, which translates into higher levels of commitment.

The positive effect of GHC on OC can be explained by the value alignment between employees and the organization. Employees who have been trained in green practices and who see themselves as capable contributors to the organization's sustainability efforts are likely to feel more connected to the organization's mission. This sense of alignment enhances both affective and normative commitment, as employees not only feel emotionally attached to the organization but also feel a moral obligation to remain with the company that has invested in their development.

This finding is consistent with previous studies, such as those by *Delgado-Verde et al. (2014)* and *Wagner (2013)*, which have shown that employees with high levels of green human capital are more likely to exhibit strong organizational commitment. The results reinforce the notion that investing in employees' environmental skills and competencies is a key strategy for improving their overall commitment to the organization, particularly in industries where sustainability is a core part of the business model.

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INVESTIGATING THE ROLE OF LEADERSHIP AND ORGANIZATIONAL CLIMATE ON ORGANIZATIONAL EFFECTIVENESS: A MEDIATING MECHANISM OF HUMAN CAPITAL PERFORMANCE: A CONCEPTUAL STUDY

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ABSTRACT

This study investigates the relationships between transformational leadership, organizational climate, human capital performance, and organizational effectiveness, with a focus on understanding how leadership and climate influence organizational outcomes through the mediating role of human capital performance. Set within the context of China's rapidly evolving economy, where organizations are transitioning from labor-intensive to knowledge-based industries, this research explores how transformational leadership and organizational climate contribute to enhancing human capital and driving organizational success. Drawing on existing literature, the study develops a comprehensive model linking transformational leadership, organizational climate, and organizational effectiveness, with human capital performance positioned as a key mediator. Transformational leadership, characterized by vision, inspiration, and individualized consideration, is hypothesized to directly enhance human capital performance by fostering a supportive, innovative environment. Organizational climate, defined by employees' shared perceptions of fairness, support, and opportunities for growth, is also expected to positively influence human capital performance. The study further examines how these enhanced human capital capabilities, in turn, lead to higher levels of organizational effectiveness, measured in terms of adaptability,

productivity, and long-term sustainability.

Keywords: *Transformational leadership, organizational climate, human capital performance*

INTRODUCTION

Organizational effectiveness is a central concern for scholars and practitioners alike, particularly in dynamic and competitive industries where the alignment between human resources, leadership, and environmental conditions is critical for achieving strategic goals (Parke and Seo, 2017). As organizations seek to improve their performance, understanding the key factors that drive effectiveness becomes essential for both the theoretical development of organizational science and practical applications in management. Two factors that are often highlighted in the study of organizational effectiveness are leadership and organizational climate (Yukl, 2008), both of which significantly shape the behavior, motivation, and overall performance of employees. Transformational leadership, in particular, has gained prominence as a leadership style that fosters a shared vision, encourages innovation, and creates an environment in which employees are motivated to achieve high levels of performance. Organizational climate, meanwhile, refers to the shared perceptions and experiences of employees regarding their work environment and is considered an important determinant of employee attitudes and behaviors (Schneider *et al.*, 2013).

In recent years, there has been growing interest in understanding the interplay between leadership, organizational climate, and human capital performance. Human capital, which encompasses the knowledge, skills, abilities, and experience of employees, is a critical asset for organizations (M. Taylor *et al.*, 2014). It is increasingly recognized as a key mediator between leadership and organizational outcomes, as effective leadership and a supportive organizational climate can enhance human capital performance, which in turn drives organizational effectiveness. This study focuses on investigating the relationships between transformational leadership, organizational climate, human capital performance, and organizational effectiveness, with the aim of providing a comprehensive understanding of how these factors interact to influence organizational success.

The global business environment is rapidly changing, and organizations must continuously

adapt to new challenges such as globalization, technological advancements, and shifts in consumer behavior. In this context, the role of leadership and organizational climate in shaping human capital performance and organizational effectiveness has become increasingly relevant (M. Taylor *et al.*, 2014). Transformational leadership, which emphasizes vision, inspiration, and individualized consideration, is widely regarded as one of the most effective leadership styles in facilitating organizational change and fostering employee commitment (Hobman *et al.*, 2011). Meanwhile, organizational climate creates the conditions under which employees either thrive or struggle, influencing their motivation, engagement, and overall performance (Parke and Seo, 2017). Understanding how these factors contribute to human capital performance and organizational effectiveness is essential for developing strategies that enhance organizational success, particularly in industries where human resources are the primary drivers of competitive advantage.

LITERATURE REVIEW

Transformational leadership, a concept first introduced by James MacGregor Burns in 1978 and further developed by Bernard Bass in the 1980s, has become one of the most researched and widely applied leadership theories in contemporary organizational studies. This leadership style emphasizes the role of leaders in inspiring and motivating followers to exceed their own self-interest for the sake of the organization, fostering innovation, creativity, and performance. Transformational leaders are characterized by their ability to articulate a compelling vision, encourage intellectual stimulation, and provide individualized consideration to their employees. Over the years, transformational leadership has been examined in various organizational contexts, including business, education, healthcare, and the public sector, making it a vital framework for understanding how leaders influence organizational outcomes (Birasnav *et al.*, 2011).

Organizational climate is a multifaceted concept that refers to the collective perceptions, attitudes, and experiences of employees within an organization regarding the work environment. It is often viewed as the "personality" of an organization, influencing not only individual behavior but also organizational outcomes such as performance, employee

satisfaction, retention, and innovation (Norton *et al.*, 2015). The study of organizational climate has become increasingly important in understanding how the work environment shapes employees' attitudes and actions. Researchers have examined organizational climate across various sectors, exploring its role in shaping everything from employee well-being and motivation to organizational effectiveness and adaptability. Despite the breadth of its applications, organizational climate is conceptually distinct from similar constructs such as organizational culture, although the two are often studied in tandem (Parke and Seo, 2017). Organizational culture refers to the deeper values, beliefs, and norms that are shared within an organization, while climate reflects more tangible perceptions and feelings about the work environment at a given point in time.

Human capital performance is a concept that has garnered substantial attention in academic and practical domains due to its critical role in determining organizational success. Human capital refers to the collective skills, knowledge, abilities, and experiences of employees, which are viewed as valuable resources that contribute to the organization's overall productivity, efficiency, and innovation (Al-Tit *et al.*, 2022). The notion of human capital performance extends this idea by emphasizing not only the possession of these attributes but also their effective utilization within the organizational context. Human capital performance encapsulates the degree to which employees are able to apply their skills and knowledge toward achieving organizational goals and generating value. As organizations increasingly recognize that their workforce is a vital source of competitive advantage, understanding and optimizing human capital performance has become a key priority for researchers, policymakers, and business leaders (Aman-Ullah *et al.*, 2022).

The origins of human capital theory can be traced back to the work of economists such as Adam Smith, but it was formally developed in the mid-20th century by scholars such as Theodore Schultz and Gary Becker. Schultz (1961) and Becker (1964) emphasized that investments in education, training, and health significantly improve individuals' productivity and, by extension, benefit the broader economy. In this context, human capital refers to the competencies and capacities of individuals that can be enhanced through deliberate investments (Andre and Lantu, 2015). Human capital theory provided the foundation for understanding how individual attributes contribute to economic growth and organizational

performance. Building on this theory, researchers have explored how organizations can strategically manage their human capital to optimize performance outcomes, highlighting the importance of continuous learning, development, and skill acquisition (Banerjee, 2013).

CONCLUSION

This study explored the relationships between transformational leadership, organizational climate, human capital performance, and organizational effectiveness in the Chinese hospitality industry. Using PLS-SEM, the findings demonstrated that both transformational leadership and a positive organizational climate significantly enhance human capital performance, which in turn leads to improved organizational effectiveness. Human capital performance was found to mediate the effects of leadership and climate on organizational effectiveness, underscoring its central role in organizational success.

The results highlight the critical importance of leadership and organizational climate in shaping employee development and performance, especially in service industries such as hospitality. This study also extends existing theories by validating the relevance of transformational leadership and organizational climate in the unique cultural context of China, where collectivist values, hierarchical work structures, and relationship-based dynamics strongly influence organizational behavior. The findings underscore that human capital development is a key pathway through which leadership and climate influence organizational outcomes, aligning with the resource-based view of the firm and adding nuance to the cross-cultural applicability of leadership theories.

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INVESTIGATING THE ROLE OF LEADERSHIP AND ORGANIZATIONAL CLIMATE ON ORGANIZATIONAL EFFECTIVENESS: A MEDIATING MECHANISM OF HUMAN CAPITAL PERFORMANCE: AN EMPIRICAL STUDY

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ABSTRACT

The research objectives include examining the direct relationships between transformational leadership and human capital performance and organizational climate and human capital performance. The study also assesses the mediating role of human capital performance in the relationships between transformational leadership and organizational effectiveness and organizational climate and organizational effectiveness.

The results confirm that transformational leadership and a positive organizational climate significantly contribute to human capital performance, which plays a central role as a mediator in their effects on organizational effectiveness. The findings highlight the importance of leadership and climate in fostering an environment conducive to employee development and performance, which ultimately drives organizational success.

This study significantly contributes to the literature by providing a comprehensive understanding of the relationships between leadership, climate, human capital, and effectiveness. It also offers practical insights for managers and policymakers in China and beyond, underlining the need for leadership development and climate enhancement strategies to optimize human capital performance and achieve sustained organizational effectiveness.

The unique contribution of this study lies in its focus on the mediating role of human capital

performance in the relationships between transformational leadership, organizational climate, and organizational effectiveness.

Keywords: *Transformational leadership, organizational climate, human capital performance*

INTRODUCTION

This study's focus on transformational leadership and organizational climate as antecedents of human capital performance is particularly significant because these factors are within the control of organizational leaders and managers. While external factors such as market conditions and technological changes may be difficult to influence, leadership style and organizational climate can be shaped by deliberate management practices. Therefore, understanding how transformational leadership and organizational climate contribute to human capital performance provides practical insights for organizations seeking to enhance their effectiveness through leadership development and climate management. It empowers leaders to take responsibility for creating a supportive, innovative environment that enables employees to perform at their best.

Additionally, the study's emphasis on human capital performance as a mediator between leadership, climate, and organizational effectiveness addresses a critical gap in the literature. While much research has examined the direct effects of leadership and climate on organizational outcomes, relatively few studies have explored the mechanisms through which these factors influence organizational effectiveness. By focusing on human capital performance as the key mediating variable, this study seeks to provide a more nuanced understanding of how transformational leadership and organizational climate create conditions that enable employees to perform at their highest levels, which ultimately leads to improved organizational effectiveness.

From a practical perspective, this study's findings have important implications for leaders and managers who are responsible for driving organizational success. By identifying the key drivers of human capital performance and their relationship with organizational effectiveness, this research offers valuable insights into how organizations can develop leadership strategies and foster a supportive organizational climate to enhance employee performance and achieve

long-term success. This is particularly important in industries where employee engagement, innovation, and adaptability are critical for maintaining competitive advantage.

The primary objective of this study is to explore the relationships between transformational leadership, organizational climate, human capital performance, and organizational effectiveness. By investigating these relationships, the study aims to provide a more comprehensive understanding of how leadership and climate contribute to human capital performance, which in turn influences organizational effectiveness. The specific objectives of the study are as follows:

1. To examine the relationship between transformational leadership and human capital performance. This objective focuses on understanding how transformational leadership behaviors, such as vision, inspiration, and individualized consideration, influence the performance of employees in terms of their skills, knowledge, and abilities. The study will investigate whether transformational leadership enhances human capital performance by fostering a supportive and empowering work environment.
2. To analyze the relationship between organizational climate and human capital performance. This objective aims to explore how different dimensions of organizational climate, such as supportiveness, innovation, and fairness, influence the performance of employees. The study will investigate how a positive organizational climate creates conditions that enable employees to develop and apply their skills and knowledge effectively.
3. To assess the mediating role of human capital performance in the relationship between transformational leadership and organizational effectiveness. This objective seeks to understand whether human capital performance acts as a mediator between transformational leadership and organizational effectiveness. The study will explore whether the positive effects of transformational leadership on organizational effectiveness are achieved through improvements in human capital performance.
4. To assess the mediating role of human capital performance in the relationship between organizational climate and organizational effectiveness. This objective focuses on understanding whether human capital performance mediates the relationship between organizational climate and organizational effectiveness. The study will investigate whether a supportive and innovative organizational climate leads to improved organizational

effectiveness by enhancing human capital performance.

5. To examine the overall relationship between transformational leadership, organizational climate, human capital performance, and organizational effectiveness. This objective aims to provide a holistic understanding of how these variables interact to influence organizational outcomes. The study will develop and test a comprehensive model that integrates transformational leadership, organizational climate, human capital performance, and organizational effectiveness.

LITERATURE REVIEW

Organizational effectiveness is a broad and multifaceted concept that has been the subject of extensive research in various fields such as management, psychology, and organizational studies. It refers to the degree to which an organization achieves its goals, fulfills its mission, and meets its objectives in a way that is efficient, sustainable, and aligned with its long-term strategy (Cogliser and Brigham, 2004). Organizational effectiveness encompasses not only financial success but also the organization's ability to adapt to changing environments, manage internal processes, and optimize the contributions of its human resources. The concept has evolved over time, influenced by changes in business environments, technological advancements, and shifts in the understanding of how organizations function. As organizations face increasing complexity and competition in the global economy, understanding the determinants and outcomes of organizational effectiveness has become a critical area of research for both scholars and practitioners (Verma and Kumar, 2022).

Human capital is another critical determinant of organizational effectiveness. Human capital refers to the skills, knowledge, abilities, and experiences of an organization's workforce. The performance of an organization is closely linked to the quality of its human capital, as employees are the primary drivers of innovation, productivity, and customer service. Research has shown that organizations that invest in the development of their human capital, through training, mentoring, and continuous learning opportunities, tend to experience higher levels of effectiveness. Human capital development not only enhances employees' technical and functional skills but also fosters the acquisition of soft skills, such as leadership,

communication, and teamwork, which are essential for effective collaboration and problem-solving. Moreover, organizations that prioritize the development of their human capital are more likely to retain top talent, reducing turnover costs and maintaining organizational stability (Cameron, 1978).

Transformational leadership, as a leadership style, transcends traditional management techniques by focusing on motivating and inspiring followers to achieve beyond their individual capabilities and self-interest. Unlike transactional leadership, which is often limited to setting clear objectives and rewarding or punishing employees based on their performance, transformational leadership is concerned with fostering intrinsic motivation and encouraging personal growth, innovation, and organizational commitment (Arnold, 2017). This leadership approach is particularly effective in environments where change, adaptation, and the pursuit of excellence are essential for organizational success. By creating a vision that resonates with both the personal and professional aspirations of employees, transformational leaders are able to align individual goals with the broader mission of the organization, leading to higher levels of engagement, creativity, and performance (Bass *et al.*, 2003).

Organizational climate refers to the collective perceptions employees have about their work environment, encompassing elements such as support from management, the availability of resources, communication effectiveness, fairness, and the overall work atmosphere. It reflects how employees feel about the organization's commitment to their well-being, development, and success (Dickson *et al.*, 2001). A positive organizational climate is crucial for fostering employee engagement, job satisfaction, and personal growth, which are key drivers of human capital performance. In an environment where employees feel valued and supported, they are more likely to invest effort into their own development and contribute meaningfully to organizational objectives (Schneider *et al.*, 2013).

Human capital performance is fundamentally about the application of employees' knowledge, skills, competencies, and experience in achieving the goals of the organization. It represents not just the inherent capabilities that individuals possess, but how effectively these capabilities are utilized within the organizational framework (Hatch and Dyer, 2004). High levels of human capital performance mean that employees are not only skilled and knowledgeable but are also able to apply these attributes in ways that drive innovation,

productivity, and efficiency. Human capital performance thus serves as the engine for organizational growth, competitiveness, and resilience, particularly in dynamic and customer-focused industries like hospitality.

This study also examines the mediating role of human capital performance in the relationship between transformational leadership and organizational effectiveness. Transformational leadership, by fostering employee development and encouraging innovation, is expected to positively influence human capital performance, which in turn enhances organizational effectiveness (Díaz-Sáenz, 2011). However, it is likely that the effects of transformational leadership on organizational outcomes are mediated by its impact on human capital. In other words, transformational leaders may not directly improve organizational effectiveness; rather, they create conditions that enhance human capital, which subsequently leads to improved organizational outcomes (Hobman *et al.*, 2011). This is particularly relevant in the Chinese context, where leadership styles that emphasize moral integrity and individualized consideration are likely to inspire employees to invest in their own development, thereby enhancing the overall performance of the organization. Since human capital is a key driver of organizational effectiveness in service industries like hospitality, it is proposed that transformational leadership's effect on organizational effectiveness is mediated by human capital performance. Therefore, the following hypothesis is formulated:

METHODOLOGY

This study utilized a quantitative approach, employing Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships between transformational leadership, organizational climate, human capital performance, and organizational effectiveness in the hospitality industry. The research model hypothesized direct effects between the independent variables (transformational leadership and organizational climate) and human capital performance, as well as the mediating effect of human capital performance on the relationship between transformational leadership, organizational climate, and organizational effectiveness.

This study adopted a cross-sectional design in which survey-based data was collected at the

same time. Within this research design approach, a cross-sectional study was considered to gain an accurate outcome.

The Chinese hospitality industry has experienced exponential growth in recent years, driven by both domestic tourism and international travel. According to the World Travel & Tourism Council (WTTC), China's tourism sector is poised to become the largest in the world by 2030. This rapid expansion has heightened competition among hospitality organizations, making human capital a critical asset for maintaining competitive advantage and achieving organizational effectiveness. In this context, understanding how leadership and organizational climate can influence employee performance, particularly human capital, is essential for organizations aiming to thrive in this dynamic market (Bai and Lei, 2020).

A systematic random sampling technique is adopted to gain accurate and at-the-spot data in order to derive a constructive outcome.

3.5. Sampling Size

The sample size of this research is based on 200 employees working in various hotels within the hospitality industry. The sample consisted of a balanced mix of genders, with 45% male and 55% female participants. The age distribution ranged from 18-25 years (20%), 26-35 years (40%), 36-45 years (30%), and 46+ years (10%). Regarding positions, 40% of the participants were in entry-level roles, 35% were in middle management, and 25% held senior management positions. The respondents had varying years of experience: 30% had 0-5 years of experience, 40% had 6-10 years, 20% had 11-20 years, and 10% had over 21 years of experience.

3.6. Sampling Technique

A systematic random sampling technique is adopted to obtain accurate, on-the-spot data and derive a constructive outcome.

3.7. Data collection and Measurement Items

Data were gathered using a structured questionnaire based on established scales for each variable. Transformational leadership was measured using a 7-item scale, organizational climate with a 3-item scale, human capital performance with a 4-item scale, and organizational effectiveness with a 7-item scale. Responses were collected on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

3.8. Data Analysis

Different statistical tests, namely the measurement model and the structure model, were adopted to evaluate the respondent outcomes on the proposed hypotheses critically. In this procedure, SMART PLS was adopted to generate constructive statistical outcomes.

RESULTS

The positive and significant relationship between transformational leadership and human capital performance (H1: $\beta = 0.45$, $p < 0.001$) reflects the importance of transformational leadership behaviors in enhancing human capital in the Chinese hospitality industry. In China, transformational leadership is highly valued due to its alignment with traditional Confucian principles, such as collectivism, respect for authority, and moral leadership (Hofstede, 1980). Chinese leaders who adopt transformational leadership practices by inspiring and motivating their employees can foster greater commitment, loyalty, and performance. This finding aligns with studies in other contexts, but its importance is amplified in China, where strong leadership is often associated with organizational success and employee development.

In the hospitality sector, characterized by a high level of customer interaction and service quality, the influence of transformational leadership on human capital is particularly significant. Leaders who can inspire their employees to go beyond their routine tasks and develop their skills will likely see an increase in the performance of their workforce. This suggests that transformational leadership not only benefits the individual employee but also strengthens the overall human capital of the organization, which is crucial for maintaining competitiveness in the rapidly growing Chinese hospitality market.

The findings of this study must also be considered within the broader cultural and organizational context of China. Chinese work culture places a high value on hierarchy, relationships, and collectivism, all of which influence how employees respond to leadership and organizational climate. Transformational leadership, with its emphasis on motivating and empowering employees, aligns well with Chinese cultural values such as respect for authority and the collective good (Zhu et al., 2012). Similarly, a positive organizational climate that fosters collaboration and mutual support is particularly important in China, where workplace

harmony and relational ties are prioritized.

In the Chinese hospitality industry, which is becoming increasingly competitive due to the growth of domestic and international tourism, the ability to effectively manage human capital is a critical success factor. The findings of this study highlight the importance of leadership and climate in enhancing human capital performance, which in turn improves organizational effectiveness. For Chinese hospitality organizations, this means that a focus on leadership development and creating a positive organizational climate can yield significant benefits in terms of employee performance and organizational success.

The results of this study offer several practical implications for managers and leaders in the Chinese hospitality industry. First, hospitality organizations should invest in leadership development programs that promote transformational leadership behaviors. By fostering leaders who can inspire, motivate, and support their employees, organizations can improve human capital performance, which in turn leads to greater organizational effectiveness.

Second, creating a positive organizational climate should be a priority for Chinese hospitality organizations. Managers should focus on building a work environment that is inclusive, supportive, and conducive to employee growth. Given the hierarchical nature of Chinese organizations, creating a climate where employees feel valued and supported can help bridge the gap between leadership and employee performance.

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A STUDY ON THE STRATEGIC OPTIMIZATION OF MEIDE XINGHUI AUTOMOTIVE MAINTENANCE SERVICES

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ABSTRACT

The study aims to explore the optimization path of its marketing strategy to improve its competitiveness and profitability in the competitive market environment. Through the comprehensive use of marketing theory and consumer behavior theory, combined with field research and case analysis, a comprehensive marketing strategy optimization framework is established. First, we made a comprehensive evaluation of the existing marketing strategy of Virtue company, and found that there were problems such as insufficient customer relationship management, insufficient market research, and inadequate use of digital marketing. Secondly, we make an in-depth analysis of these problems, and propose corresponding solutions and improvement measures. For insufficient customer relationship management, we propose to optimize customer relationship management system to enhance customer satisfaction and loyalty; for insufficient market research, we propose to strengthen market research and competition analysis to better understand market demand and competition pattern; for inadequate utilization of digital marketing, we propose introducing comprehensive digital marketing strategy, expand online channels and increase brand exposure and user engagement; finally, we emphasize the importance of continuous monitoring and evaluation to maintain market sensitivity and competitive advantage through continuous adjustment and optimization strategies.

This study provides a comprehensive idea and method for the optimization of enterprise marketing strategy, which has a positive significance for improving the competitiveness and sustainable development of enterprises in the market. At the same time, this study also provides reference and exploration directions for further research in related fields.

Keywords: Marketing Strategy, Marketing Theory, Consumer Behavior Theory

INTRODUCTION

With the rapid development of economy and the continuous improvement of people's living standards, cars have become a necessity for more and more families, and China's automobile market is experiencing unprecedented growth. According to the China Association of Automobile Manufacturers, the number of cars in China has reached 260 million by 2022, and it is expected to continue to grow in the next few years. The popularity of automobiles has not only changed the way people travel, but also greatly promoted the development of the automobile aftermarket service industry, especially in the field of automobile maintenance service.

In such a market environment, Virtue Xinghui Automobile Maintenance Company (hereinafter referred to as "Virtue Xinghui"), as a member of the industry, is facing both opportunities and challenges. On the one hand, the increase of car ownership means that the potential demand of car maintenance market increases; on the other hand, with the intensification of market competition and the diversification of consumer demand, how to develop effective marketing strategies to meet the personalized needs of consumers and improve the quality and efficiency of service becomes an urgent problem to be solved.

Since its establishment, The company has been focusing on providing high-quality repair and maintenance services for high-end cars. With the rapid development of China's auto market, especially the expansion of the high-end auto market, it is particularly important for Virtue to optimize its marketing strategy to ensure that the company can seize the growth opportunities of the market while coping with the increasingly fierce competition.

Located in Xi'an, a city with a long history and rapid economic development in recent years, the number of high-income people and high-end consumers continues to increase. This provides a broad market space for high-end car repair services. However, as more and more competitors enter the market, including international famous brands and local strong brands,

the market competition becomes particularly fierce. These competitors not only compete with Virtue Star in technology and service, but also launch a fierce competition in marketing strategy. For example, some competitors quickly capture market share through aggressive pricing strategies and high-spending advertising, putting pressure on Virtue Star Light.

For Virtue Star, the past reliance on traditional marketing methods, such as offline advertising and word of mouth promotion, is not enough to cope with the current market environment. With the advent of the digital age, the way consumers obtain information and their purchasing behavior have changed significantly. High-end consumer groups are especially dependent on the Internet to obtain information and make consumer decisions. Therefore, optimizing digital marketing strategies and utilizing modern marketing tools such as social media, search engine optimization (SEO), and online advertising are crucial to improving the market visibility and competitiveness of Virtue Star Light.

In addition, the pricing strategy is also a key area for Virtue to be optimized. In the high-end market, consumers are not as sensitive to the price as in the low-end market, and pay more attention to the quality of service and brand value. However, this does not mean that the virtue starlight can ignore the price competition. The right pricing strategy can not only attract more new customers, but also enhance the loyalty of existing customers. For example, introducing more levels of service pricing and providing customized service packages for customers with different needs may be an effective strategy.

In terms of service level, Virtue needs to continuously improve its service quality and customer satisfaction, which is the core competitiveness of the high-end market. With the market

OBJECTIVE

Studying Virtue Starlight's marketing strategy provides a theoretical insight to deepen our understanding of high-end marketing dynamics. This understanding is crucial for the development of marketing theory, because it challenges and expands the applicability and effectiveness of traditional marketing strategies in a specific market environment.

METHODOLOGY

In this paper, we use two research methods of literature review and case analysis to explore the marketing strategy of Virtue and the optimization suggestions based on this. The

combination of these two methods can not only ensure the theoretical depth of research, but also improve the pertinence and effectiveness of practical applications.

The literature review method plays a fundamental and bridging role in this study. Through the extensive collection and analysis of relevant academic articles, industry reports, and previous research results, we have conducted a comprehensive review of the marketing theory. Specifically, we focused on marketing theories such as 4P (product, price, promotion, location) and STP (market segmentation, target market, market positioning), as well as competitive strategy theories such as Porter's five-force model and SWOT analysis. This stage of research not only helped to determine the theoretical framework of the paper, but also revealed the possible challenges and gaps in knowledge through the review of historical and current research. Moreover, the literature review helped us understand how other enterprises can apply these theories to solve practical problems in similar settings, providing a theoretical basis and analytical tools for subsequent case analysis.

The case analysis method allows us to analyze the specific situation of Virtue Starlight company. With this approach, we delve into the company's market environment, its internal resources, and the implementation of its historical marketing strategy. Through semi-structured interviews with our management and marketing staff, we obtain first-hand data and information that is critical to understanding the effectiveness and problems of the company's strategy. In addition, the case analysis included a detailed analysis of the company's publicly released financial reports, marketing activities, customer feedback, and media coverage. This not only helps the efficacy of existing strategies but also reveals the internal and external factors that influence the success or failure of these strategies.

Combined with the literature review and case analysis, we are able to fully understand and evaluate Virtue Starlight's performance in implementing marketing strategies, while identifying and analyzing the major challenges it faces. Through the in-depth discussion from theory to practice, this study can not only put forward specific marketing strategy optimization suggestions for Virtue company, but also provide reference for other enterprises in the same industry. The application of this method ensures the empirical and operability of the research, and makes the research results have high value and application potential in both theoretical and practical levels.

RESULTS

Meide Xinghui Company needs to optimize its market segmentation strategy to better respond to the challenges in the current market environment and fully utilize market opportunities to enhance its competitiveness and customer satisfaction. Market segmentation optimization not only helps companies accurately position their target customers, but also improves their resource utilization efficiency and market response speed.

The company needs to conduct more detailed market research and data analysis to identify the needs and characteristics of different customer groups. Meide Xinghui Company can utilize big data and market research tools to collect and analyze data on customer behavior, preferences, and consumption habits. These data will help the company better understand the specific needs of each segmented market, identify high potential customer groups, and develop targeted marketing strategies based on this. For example, by analyzing the preferences of high-end market customers for service quality, personalized needs, and added value, companies can develop service products that better meet these customer needs.

The company should optimize its service products to meet the needs of different segmented markets. Meide Xinghui can launch diversified and customized service projects for different customer groups. For example, for high-end market customers, advanced maintenance and personalized modification services can be provided to meet their pursuit of high quality and unique experience; For customers in the mid to high end market, we can provide cost-effective and fast basic maintenance and repair services. The diversification of this product strategy can not only attract more customers, but also improve customer satisfaction and loyalty.

Market segmentation optimization also requires thoughtful decision-making in target market selection. Meide Xinghui should evaluate the size, growth potential, competitive situation, as well as its own resources and capabilities of each segmented market, and select the most promising and strategically valuable markets as its key target markets. Although the high-end market is lucrative, competition is fierce and the customer base is limited; Relatively speaking, although the profit margin of the mid to high end market is slightly lower, the customer base is larger and the growth potential is higher. The company should

flexibly adjust its market focus according to the actual situation to maximize its market coverage and profitability.

The company needs to make adjustments in market promotion and brand building to better fit the characteristics of different segmented markets. In terms of promotion strategy, Meide Xinghui can use precision marketing techniques to design more targeted advertising and promotional activities through data analysis and user profiling. For example, promoting personalized service cases and success stories targeted at high-end customers through channels such as social media and high-end car exhibitions; Promote affordable and efficient basic services through mass media and online platforms. This differentiated promotion strategy can more effectively attract customers from different markets, enhance brand awareness and market influence.

Optimizing customer service and customer relationship management is the key to the success of market segmentation strategies. Meide Xinghui should provide personalized and efficient customer service according to the needs of different customer groups. For example, providing exclusive service consultants and VIP customer service channels for high-end customers; Provide flexible service appointments and convenient online payment options for mid to high end customers. In addition, by establishing customer feedback mechanisms and satisfaction surveys, the company can promptly obtain customer opinions and suggestions, continuously improve service quality, and enhance customer experience.

Through the implementation of the above market segmentation optimization strategies, Meide Xinghui Company will be able to more accurately identify and meet the needs of different customer groups, enhance its market competitiveness and customer satisfaction. This not only helps the company maintain a leading position in the high-end market, but also opens up new market opportunities, achieving sustained business growth and success.

5.1.2 Target Market Optimization

When optimizing its target market strategy, Meide Xinghui Company should focus on in-depth analysis of market demand, clear positioning of high potential customer groups, flexible adjustment of market priorities, and strengthening brand promotion and customer relationship management. Through these measures, the company will be able to more

accurately target its target customers, enhance market competitiveness and customer satisfaction, and achieve sustainable business growth.

In depth market research and data analysis are the foundation for optimizing target market strategies. Meide Xinghui should utilize big data and market research tools to collect and analyze data on customer behavior, preferences, and consumption habits. These data can not only help companies better understand market demand, but also identify customer groups with high growth potential and high profitability. For example, by analyzing the consumption patterns and preferences of high-end customers, companies can develop more targeted marketing strategies and product service combinations to meet the needs of these customers.

Clarifying the positioning of the target market is crucial, and Meide Xinghui needs to select the most promising and strategically valuable segmented markets as its key target markets based on market research results. For the high-end automotive service market, companies should clarify their brand positioning as synonymous with high quality and high service standards, and attract high-end customer groups by providing high-end customized services and excellent customer experience. At the same time, the company can also consider expanding into the mid to high end market, which, although with slightly lower profit margins, has a larger customer base and higher growth potential. By flexibly adjusting priorities between different markets, companies can maximize their market coverage and profitability.

The company should develop differentiated marketing and promotion strategies based on the characteristics of the target market. In the high-end market, customers are more concerned about the quality of service and personalized experience. Therefore, Meide Xinghui should convey its advantages in service quality and professional skills through precision marketing and high-end brand promotion. For example, showcasing the company's service cases and success stories at high-end car exhibitions, luxury goods exhibitions, and other events can enhance brand awareness and appeal. In the mid to high end market, companies can attract more target customer groups through cost-effective and efficient service promotion strategies. By implementing targeted advertising and promotional activities on different channels and platforms, the company can more effectively attract target customers and increase market share.

The optimization of the target market also needs to focus on customer service and customer relationship management. Meide Xinghui should provide personalized and efficient customer service according to the needs of different customer groups. For example, providing exclusive service consultants and VIP customer service channels for high-end customers to ensure they can enjoy a high-quality service experience at all times. For mid to high end customers, flexible service appointments and convenient online payment options can be provided to enhance service convenience and customer satisfaction. In addition, the company should establish a customer feedback mechanism, conduct regular satisfaction surveys to obtain customer opinions and suggestions, and continuously improve service quality and customer experience.

Strengthening brand building and market promotion are important components of optimizing target market strategies. Meide Xinghui should enhance brand awareness and reputation through multi-channel and multi form brand promotion activities. For example, by collaborating with well-known brands, participating in high-end industry conferences and exhibitions, publishing professional industry reports and case studies, etc., the company can establish its professional image and leadership position in the high-end automotive service market. At the same time, by actively interacting on social media platforms, publishing high-quality content, increasing brand exposure and user engagement, further expanding the influence of the target market.

Meide Xinghui Company will be able to more accurately target its customers, enhance market competitiveness and customer satisfaction. Through in-depth market research, clear market positioning, differentiated marketing strategies, efficient customer service, and strengthened brand building, the company will be able to maintain a leading position in the high-end automotive service market and achieve sustained business growth and success.

CONCLUSION AND FUTURE WORK

In this study, we deeply analyze the marketing strategy of Virtue Star in the current high-end automobile service market, and make a series of optimization suggestions. By applying the 4P marketing theoretical framework (product, price, promotion and channel), we find that although Virtue Star has established its position as a high-end service provider in the market, there is still several room for improvement and improvement in the face of

increasingly fierce market competition and changing consumer demand. The following is a specific summary of the comprehensive analysis of company's current marketing strategy and its optimization suggestions.

In terms of product strategy, Virtue has established a certain market recognition and provides high-quality automobile repair services. However, the market demand is evolving, especially the demand for technological innovation and personalized services. It introduces advanced technology and equipment to expand its services to include specific maintenance to electric and hybrid vehicles, as well as more environmentally friendly services. This can not only meet the new demand of the market, but also the key to the company lead in the fierce competition.

As for the pricing strategy, although the high price strategy adopted by Virtue Star Hui is consistent with its high-end market positioning, the market research shows that the high price may hinder the purchase intention of some potential customers. Therefore, the company needs to adjust the price structure through cost control and internal efficiency optimization under the premise of maintaining the quality of service. The introduction of flexible pricing systems and price promotion strategies, such as discounts and offers for specific services or customer groups, may also help to attract a wider group of customers.

In terms of promotion strategy, although Virtue Star Hui has established brand influence through traditional advertising and marketing activities, there is still a large room for development in digital marketing. Companies should pay more attention to the development of social media and online marketing channels, using these platforms to tell brand stories and interact with customers. In addition, data-driven marketing strategies can more accurately target customers and improve the conversion rate and efficiency of marketing activities.

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A STUDY ON BYD'S MARKET ENTRY AND GROWTH STRATEGY FOR NEW ENERGY VEHICLES IN THAILAND

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ABSTRACT

BYD new energy vehicles in the Thai market business strategy is one of the focus of the current increasing environmental awareness. With the Thai government actively advocating the development of clean energy vehicles, BYD, as a leading enterprise in the field of new energy vehicles, is actively laying out the Thai market. This study aims to analyze the business status of BYD in Thailand, from the macro environmental factors, and from the main external environmental factors affecting politics (Political), economy (Economic), social (Social) and technology (Technological). Through in-depth analysis of market demand and competitive environment, analysis of policies and regulations, market, cost, environmental factors, cultural habits and technological innovation, put forward suggestions to optimize BYD's business strategy in the Thai market, to enhance its competitiveness and market share, and actively open the Thai market. This research is of practical importance for guiding the development of enterprises in the international market, and also provides empirical cases for cross-cultural marketing and new energy vehicle market research, and promotes academic research and development in related fields. Through the in-depth study of BYD in the Thai market, this study aims to provide reference and inspiration for enterprises. We expect to contribute to the popularization and promotion of clean energy vehicles in the

Thai market, and at the same time, provide new perspectives and theoretical support for the academic community, and promote further research and development in related fields.

Key words: *new energy vehicles; BYD; PEST; business strategy*

INTRODUCTION

As global environmental problems grow, governments make reducing carbon emissions and improving energy efficiency a top priority. In the UNDP Sustainable Development Goals, Thailand and neighboring countries regard clean energy as one of its important tasks. With the increasing global focus on environmental protection and energy conservation, the market demand for electric vehicles continues to grow globally. As an important part of Southeast Asia's car market, Thailand's electric car market is also gradually expanding. This provides a favorable market environment for BYD to operate in the Thai market. According to public data, Thailand has more than 2 million registered cars, most of which are traditional energy vehicles. However, Thailand faces serious environmental problems, in which smog became a major air pollution source, which has spread to a number of areas, including health and tourism, with a negative economic and social impact. In early 2019, Bangkok and its surrounding areas were hit by smog, leading to dangerous levels of the air quality index. The incident forced the Bangkok government to take steps to close schools, causing economic losses of more than 10 billion baht. Thai Prime Minister Prayuth Chan-ocha said car exhaust is the main source of smog in Bangkok, and the government has promised to gradually resolve the problem. To this end, the Thai government has set up the NEVPC and introduced a series of incentives aimed at accelerating the development of new energy vehicles, with plans to produce 1.2 million new energy vehicles by 2036. Thailand's climate is a tropical monsoon climate, and consumers are more inclusive of the range of vehicles. Meanwhile, the current land system in Thailand is dominated by private ownership, and people build more villas, which is convenient to charge at night and the electricity bill is cheap. These regional characteristics make electric vehicles have greater development potential in the Thai market, and provide strong support for BYD's operation in the Thai market. As a giant in the field of new energy vehicles, BYD's development in Thailand has attracted much attention. Byd has a high reputation and reputation in the field of electric vehicles, and its brand image has

established a certain position in the hearts of consumers. In the Thai market, BYD's brand influence also has a competitive advantage, helping to attract more consumer attention and purchase. On September 6, 2022, BYD signed a land agreement with WHA to set up a production plant in the industrial zone in eastern Thailand. The company focuses on the development and production of electric vehicles and sustainable energy solutions, and its product sales growth is closely linked to Thailand's efforts to address environmental pollution. In the Thai market, BYD's main competitors include traditional car brands such as Toyota, Honda and Nissan, as well as some emerging local new energy vehicle brands. However, BYD has gained a place in the competition with its brand influence, product advantage, pricing strategy and business strategy.

Thai consumers' demand for cars not only focuses on quality and performance, but also pays more attention to environmental protection and energy saving. Byd's electric vehicles have unique advantages in technology, such as battery technology, intelligent driving and so on. These technological advantages make BYD's products more competitive in the Thai market to meet consumers' demand for high-quality, high-performance electric vehicles. Byd, as a focus on the development and production of new energy vehicles

OBJECTIVE

- Analysis of byd new energy vehicles in Thailand operating status quo.
- Explore the political, economic, social and technical factors of BYD's new energy vehicles operating in Thailand.
- Put forward suggestions on optimizing the business strategy of BYD new energy vehicles in Thailand.

METHODOLOGY

1. Study design

This paper will use qualitative research methods to conduct data collection, specifically using the secondary data collection method and in-depth interview analysis method to collect the data of BYD sales situation, and then classify it with PEST analysis.

2. Data collection method

2.1 Second-hand data collection method

In the study of BYD new energy vehicles in Thailand market, the second-hand data collection method can obtain rich market data, trend analysis, academic papers, policies and regulations and environmental protection requirements. The advantages of this approach are resource abundance, time and cost savings, data diversity, and information reliability. The secondary data collection method can cover a wide range of information sources, such as historical sales data, industry reports, professional research and the policies of the Thai government, providing comprehensive data support for BYD's in-depth research in the Thai market. It avoids repeated data collection work and improves research efficiency.

In addition, a variety of data sources can examine BYD's performance in the Thai market from multiple perspectives, forming a comprehensive and in-depth understanding. These secondary data are usually released by professional institutions, academic institutions or Thai government departments, which is reliable and authoritative, providing objective data support for BYD to develop market strategy. To sum up, the second-hand data collection method is an efficient and reliable way to obtain data, which is of great significance to understand the current situation, trends and challenges of BYD new energy vehicles in the Thai market, and provides a strong information basis for this study.

2.2 In-depth interview method

In-depth interview method can provide in-depth and comprehensive understanding for researchers. Through face-to-face communication with different stakeholders, researchers can deeply explore their views, experiences, feelings and expectations, thus revealing the real situation of BYD's new energy vehicles in the Thai market. This approach can help researchers capture market trends, understand consumer needs, and identify the nature of the underlying challenges and factors. In practical application, researchers need to clarify the research purpose and participants, develop interview guidelines and flexibly respond to the responses of respondents, and record important information and details by patiently listening to and guiding the interview.

3. Target groups

Based on the principle of representativeness and diversity of target group selection, an in-depth interview was conducted on the business status of BYD new energy vehicles in the Thai market, with a total of 20 respondents, including 5 car managers, 5 sales staff and 10

consumers. The selection of 20 respondents as the interviews was based on a comprehensive consideration of the study purpose and resources. First, a sample size of 20 is enough for researchers to conduct in-depth interviews and collect rich and diversified data to reflect the business status of BYD's new energy vehicles in the Thai market. Secondly, this quantity is relatively moderate, which will not bring excessive burden to the data collection and analysis, but can also ensure the representativeness and statistical significance of the data to a certain extent. Finally, considering the resource and time constraints of the interviews, 20 respondents were a feasible and reasonable choice. Here are the reasons for the target group:

Car dealer manager: The annual sales volume of new energy vehicles in Thailand reached 78,314 units in 2023. When choosing car dealer managers, they pay attention to their representativeness and experience. Byd is in Thailand

RESULTS

Using the content analysis method, the content collected by the secondary data collection method and the in-depth interview method was analyzed, and the data analyzed by the content analysis was classified using PEST.

(1) Data integration

First, the information collected from secondary data and in-depth interviews in the Thai market is combined with a unified database of the overall political, economic, social and technological environment of Thailand or within an analysis framework. Ensure the accuracy and completeness of the data, while maintaining the comparison and consistency between the data.

(2) Data content analysis

Detailed content analysis of the integrated data, pay special attention to the key information related to the market operation status of BYD Automobile in Thailand, and identify the content related to the PEST model. This may include the Thai government's electric vehicle policy, market demand trends, consumer behavior changes, technological advances, and more.

(3) The PEST model classification

According to the requirements of PEST model, the analyzed data content is divided into four categories: political (Political), economic (Economic), social (Social) and technology

(Technological). The data under each PEST category is analyzed and explained, and their impact on the business environment of BYD Automobile in the Thai market is discussed. Data from different sources (secondary data and in-depth interviews) were compared and validated to ensure the accuracy and reliability of the analysis results.

CONCLUSION AND FUTURE WORK

Byd new energy vehicles in Thailand to show a strong momentum of growth and wide market recognition.

First, BYD's sales of new energy vehicles in Thailand continue to rise. According to the "Federation of Industry of Thailand" (FTI), sales of new energy electric vehicles in Thailand reached 13,454 units in 2022, up 588.5 percent year on year, with BYD's model sales growing significantly. By 2023, BYD's sales of new energy vehicles in Thailand will increase further, even surpassing the Honda, MG and Suzuki brands, which have been developing in the Thai market for many years. In January 2024, BYD occupied a significant market share in the sales volume of pure electric vehicles in the Thai market, winning the top sales volume of pure electric vehicles in the Thai market with a 47% of the market share.

Secondly, BYD's product layout in the Thai market is also increasingly perfect. Since announcing its official entry into the Thai market in August 2022, BYD has launched a number of new energy models in Thailand, such as BYD ATTO 3 (Yuan PLUS), Dolphin, seals and so on. These models have been warmly welcomed by consumers in the Thai market, among which the ATTO 3 model has been the top seller of pure electric vehicles in Thailand for three consecutive months.

In addition, BYD's business strategy in Thailand has also achieved remarkable results. Byd's business strategy in the Thai market mainly includes large-scale expansion of sales channels, precise delivery of products and the first-mover advantage in technology. These strategies have not only increased BYD's visibility in the Thai market, but also enhanced consumers' trust and willingness to buy its products.

Finally, BYD's factory construction in Thailand has also provided strong support for its development in the Thai market. Byd's Thailand factory covers an area of nearly 600 lai (1 lai about equal to 1,600 square meters), with an annual capacity of about 150,000 vehicles. With

the production of the plant, BYD's sales in Thailand are expected to grow further, which will also promote the deep integration of the new energy vehicle industry in China and Thailand.

To sum up, the operating status of BYD new energy vehicles in Thailand shows a strong growth momentum and wide market recognition. In the future, with BYD continuously developing and expanding in the Thai market, its competitiveness and market share in the region is expected to further increase.

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ROLE OF RELATIONAL CAPITAL IN PROMOTING INNOVATION: A CONCEPTUAL STUDY

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ABSTRACT

This study investigates the role of relational capital and technology orientation in promoting innovation among Chinese Small and Medium-sized Enterprises (SMEs). With SMEs contributing significantly to China's economic landscape, the need for innovative capabilities is paramount, particularly in the face of rising competition and technological advancements. Utilizing a quantitative research methodology, the study analyzes data from 400 SMEs to empirically test the relationships between the constructs.

Keywords: *relational capital, small and medium-sized enterprises, innovation capabilities*

INTRODUCTION

Small and Medium-sized Enterprises (SMEs) play a pivotal role in China's economic growth and innovation ecosystem. According to the Ministry of Industry and Information Technology (MIIT) of China, SMEs account for more than 60% of the national GDP, provide 80% of urban employment, and contribute significantly to industrial output and technological advancements (MIIT, 2021). In recent years, China's focus has shifted from being primarily a manufacturing powerhouse to positioning itself as an innovation-driven economy, a transformation highlighted in national policies such as the "Made in China 2025" and "Internet Plus" initiatives. These policies emphasize the importance of upgrading the

industrial base, increasing research and development (R&D) investment, and enhancing technological capabilities among Chinese firms, particularly SMEs (Zeng, Xie, & Tam, 2019).

China's push for innovation is a response to both domestic and international challenges. Domestically, rising labor costs and resource limitations require Chinese businesses to innovate to maintain competitiveness. Internationally, heightened competition and shifting global trade dynamics, such as those resulting from U.S.-China trade tensions, underscore the need for technological independence and self-reliance (Zhu & Shi, 2020). In this context, innovation in Chinese SMEs has become not only a business strategy but also a national priority, fostering a resilient economy capable of withstanding global economic shifts.

For Chinese SMEs, however, achieving innovation is challenging due to various structural and resource constraints. Unlike larger corporations, SMEs typically have limited access to capital, lower levels of formalized knowledge, and fewer R&D resources (Wang & Zhang, 2020). These limitations often hinder their capacity to innovate independently, making external relational capital, such as partnerships with universities, research institutions, and government bodies, a crucial asset for fostering innovative outcomes (Xu, Chen, & Wu, 2021). Moreover, the COVID-19 pandemic has accelerated the need for digital transformation within SMEs, as businesses were compelled to adopt online platforms, digital marketing, and new technology tools to survive in a socially distanced environment (Li, 2021). Consequently, the role of relational capital and technology orientation as drivers of innovation has gained renewed significance in post-pandemic China.

Despite the critical importance of innovation in sustaining SMEs' competitiveness and economic contributions in China, the pathways through which innovation is achieved within these firms remain underexplored. A growing body of literature acknowledges that relational capital—defined as the quality of a firm's relationships with key external stakeholders—and technology orientation—a firm's commitment to adopting and integrating new technologies—are essential for fostering innovation (Chen & Li, 2020; Yang, Xu, & Gao, 2021). However, the specific mechanisms through which these factors contribute to innovation within Chinese SMEs have yet to be fully investigated.

Relational capital provides SMEs with access to resources and knowledge that may be

otherwise unattainable due to financial or technological constraints. Through partnerships with local suppliers, universities, and government agencies, SMEs can leverage external expertise and resources to enhance their innovative capabilities (Wu et al., 2018). Similarly, a strong technology orientation within SMEs can foster a culture of experimentation and adaptability, enabling firms to explore new products, processes, or business models (Zhou & Li, 2018). However, the interplay between these two factors—relational capital and technology orientation—in fostering innovation remains poorly understood, particularly in the context of SMEs operating in China's unique and rapidly changing business environment. Thus, this study seeks to address a critical research gap by examining how relational capital and technology orientation contribute to innovation within Chinese SMEs. Understanding these relationships can inform both academic literature and practical strategies, helping SMEs leverage their existing strengths and build new capacities for sustainable growth in an increasingly competitive market.

LITERATURE REVIEW

The concept of innovation has a rich history in economic and management literature, evolving significantly from its initial conceptualization as a driving force of economic change. Joseph Schumpeter (1934) is often credited as one of the first to formalize the idea of innovation as a core function of economic development. In his seminal work, Schumpeter emphasized that innovation is fundamental to competitive advantage and economic progress, coining the term "creative destruction" to describe how innovation disrupts existing market structures and creates new opportunities for growth.

In the mid-20th century, research on innovation expanded beyond economics to include organizational and management perspectives. Scholars began to view innovation as a complex process involving multiple dimensions, such as product, process, and organizational innovation (Damanpour & Evan, 1984). This broadened the concept to include not only new products or services but also changes in processes and organizational practices that enhance performance and competitiveness. In the 1990s and 2000s, studies on innovation began to explore its relationship with organizational factors, such as culture, structure, and external partnerships, recognizing that innovation was not an isolated phenomenon but was deeply embedded within the organization's ecosystem (Van de Ven, Polley, Garud, & Venkataraman,

1999).

More recently, innovation has been redefined to encompass open innovation models, where firms actively collaborate with external stakeholders, such as customers, suppliers, and research institutions, to co-create value (Chesbrough, 2003). The open innovation paradigm has reshaped the understanding of how firms—especially SMEs—can leverage external resources and networks to enhance their innovative capabilities. In China, the government’s policy support for technological innovation, exemplified by programs like “Made in China 2025,” has further emphasized the role of external partnerships, urging SMEs to adopt innovative practices to remain competitive in an increasingly globalized and technology-driven economy (Li et al., 2019).

Today, innovation is understood as a multifaceted construct that is central to organizational strategy, competitiveness, and adaptability, particularly for SMEs facing limited resources. The concept of innovation has expanded to encompass digital transformation, environmental sustainability, and social responsibility, reflecting contemporary challenges and expectations in global markets.

CONCLUSION

This study examined the roles of technology orientation and relational capital in driving innovation within Chinese SMEs, finding that both factors significantly contribute to a firm’s innovative capacity. The interaction between these resources further amplifies innovation, suggesting that technology and relational capital are complementary assets that enable firms to leverage internal and external capabilities. These findings have implications for both theory and practice, offering insights into how SMEs can strategically utilize their resources to foster innovation. For Chinese SMEs, achieving a balance between technological advancement and relational networking is key to sustaining competitiveness in an innovation-driven economy. The study concludes with recommendations for managers and policymakers to support innovation through a holistic approach that integrates both technological and relational assets.

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ROLE OF RELATIONAL CAPITAL IN PROMOTING INNOVATION: AN EMPIRICAL STUDY

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ABSTRACT

Findings reveal that both technology orientation and relational capital positively influence innovation, with the interaction between these two factors further amplifying innovative potential. Specifically, firms that cultivate strong external relationships and maintain a proactive stance toward technology are better positioned to innovate. These results underscore the importance of developing both internal technological capabilities and external collaborative networks to foster sustainable innovation within SMEs. The study contributes to the theoretical understanding of innovation dynamics in resource-constrained contexts and offers practical implications for SME managers seeking to enhance their innovative capacities.

Keywords: *relational capital, small and medium-sized enterprises, innovation capabilities*

INTRODUCTION

The significance of this study is threefold, encompassing academic, managerial, and policy implications. Academically, this research contributes to the literature on SME innovation in emerging economies, focusing on relational capital and technology orientation as critical determinants of innovation. While extensive research has explored these constructs in isolation, few studies have examined their combined impact, particularly within the context

of Chinese SMEs (Liu et al., 2020). By filling this gap, the study enhances theoretical understanding of how innovation emerges from the intersection of strategic orientations and relational networks within SMEs.

From a managerial perspective, the study offers practical insights for SME leaders in China, many of whom face resource constraints that limit their capacity to independently pursue innovation. By highlighting the benefits of building relational capital and adopting a technology-oriented mindset, the study provides actionable strategies for managers seeking to enhance their firm's innovative capacity without overextending their resources. For example, managers can leverage partnerships with universities for R&D support, utilize government subsidies for technological upgrades, and form networks with industry peers to share best practices.

At the policy level, the findings of this study may guide government agencies in designing policies that support SME innovation. Policymakers can benefit from understanding how relational capital and technology orientation contribute to innovation, informing the development of programs that facilitate SME access to external resources and technologies. This could include incentivizing collaborations between SMEs and research institutions, expanding grants for technology adoption, and establishing innovation clusters that bring SMEs into closer contact with key stakeholders in their industries (Yin, 2019).

Aligned with the research questions, the objectives of this study are as follows:

- To examine the impact of technology orientation on innovation
- To assess the influence of relational capital on innovation
- To investigate the interaction between technology orientation and relational capital in driving innovation

Through these objectives, the study aims to generate actionable insights for Chinese SMEs, providing guidance on how to strategically harness both internal orientations and external networks to foster innovation.

This study is guided by the following research questions, each designed to deepen the understanding of innovation drivers within Chinese SMEs:

1. How does technology orientation affect innovation in Chinese SMEs?
2. In what ways does relational capital contribute to innovation among Chinese SMEs?

3. How does the interaction between relational capital and technology orientation influence innovation within these firms?

These research questions aim to dissect the individual and combined impacts of technology orientation and relational capital on innovation, providing a holistic view of these factors in the context of Chinese SMEs. By answering these questions, the study will clarify the roles and synergies of these constructs in driving innovation outcomes in a rapidly evolving economic landscape.

LITERATURE REVIEW

The origins of technology orientation can be traced back to the early studies of organizational strategy, where technology adoption and application were seen as instrumental to firm performance. Early studies in the 1970s and 1980s emphasized the role of technology as a key differentiator, providing firms with a competitive edge through advanced manufacturing and process innovations (Thompson, 1967). This era marked the beginning of systematic research into how technology could be embedded within organizational strategy to drive productivity and efficiency.

During the 1980s and 1990s, the concept of technology orientation gained prominence as technological advancements accelerated, particularly with the rise of information technology (IT). Scholars like Gatignon and Xuereb (1997) advanced the idea of technology orientation as a strategic posture, arguing that firms with a strong focus on technological development are better positioned to introduce innovative products and respond to market changes. Technology orientation began to be characterized as an organizational tendency to prioritize technological investments, implement advanced tools, and cultivate an environment that supports technological experimentation and development (Zhou, Yim, & Tse, 2005).

With the advent of digital transformation in the 21st century, technology orientation evolved to incorporate elements of digital innovation and adaptability. Firms with a strong technology orientation are now recognized not only for their capacity to invest in state-of-the-art technology but also for fostering a culture that embraces technological change and aligns it with strategic goals (Nambisan, 2017). In China, technology orientation has received substantial government support as part of national innovation policies, with programs providing incentives for SMEs to adopt new technologies and integrate them into business

processes (Huang & Li, 2020).

Today, technology orientation is considered an essential strategic asset for firms operating in dynamic environments. It encompasses not only the physical adoption of technology but also an organizational mindset that values continuous learning, digital transformation, and readiness to adapt to technological disruptions. For Chinese SMEs, technology orientation is increasingly recognized as a vital driver of innovation, enabling them to keep pace with technological advancements and remain competitive in the global marketplace.

Relational capital, a concept rooted in social capital theory, refers to the value derived from a firm's relationships with external stakeholders. The concept originated from studies on social capital, where researchers like Bourdieu (1986) and Coleman (1988) emphasized the significance of social networks and trust in facilitating cooperation and resource sharing. The concept of relational capital emerged as a distinct construct in the 1990s, primarily within the intellectual capital literature, where it was recognized as one of the three key dimensions of intellectual capital alongside human and structural capital (Nahapiet & Ghoshal, 1998).

The concept of technology orientation emerged as part of broader research on strategic orientations, where firms' adoption and integration of technology were seen as essential for competitive advantage. Initially, technology orientation was regarded primarily as a practical approach for leveraging new technologies to improve operational efficiency. Early studies in the 1960s and 1970s, such as those by Thompson (1967), underscored that technology adoption was critical to productivity and that firms with higher levels of technology were more likely to outperform those with limited technological capabilities. These early studies established a foundation for understanding technology as a differentiating factor in business performance.

To establish a robust theoretical foundation for understanding the relationships among technology orientation, relational capital, and innovation, this study draws on three primary theories: the Resource-Based View (RBV), Dynamic Capabilities Theory, and Social Capital Theory. Each theory provides insights into the unique and interdependent roles of technology orientation and relational capital in fostering innovation within firms, particularly in resource-constrained SMEs. A detailed examination of each theory reveals how these variables support an organization's ability to innovate, adapt, and sustain competitive

advantage.

METHODOLOGY

This study adopts a quantitative methodology, which is deemed appropriate due to the need for precise measurement of relationships between variables and objective hypothesis testing. Quantitative research provides empirical evidence and allows for statistical analysis, which is crucial for confirming or refuting the hypotheses established in the literature review. Through survey methods, the study gathers structured data on technology orientation, relational capital, and innovation across a representative sample of Chinese SMEs. This methodology aims to produce findings that are both scientifically robust and applicable to similar business environments, contributing valuable insights into the factors influencing SME innovation in China.

Quantitative research methodology is chosen for this study due to its inherent strengths in measuring and analyzing relationships among variables in a structured, objective manner. Quantitative research is particularly well-suited for studies that seek to examine associations, test hypotheses, and establish causal or correlational relationships between variables. In contrast to qualitative research, which is more exploratory and focused on understanding subjective experiences, quantitative research enables the researcher to draw conclusions based on numerical data, allowing for statistical rigor and generalizability (Creswell, 2014).

In the context of this study, the primary aim is to quantitatively assess how technology orientation and relational capital influence innovation within Chinese SMEs. Quantitative methods allow for the application of structured questionnaires and standardized measurements, thus ensuring that data collected is consistent across respondents. This consistency is essential for comparing and aggregating data to draw broader conclusions. Additionally, quantitative research supports the use of inferential statistics, which enable the researcher to assess the direction and strength of relationships between independent (technology orientation and relational capital) and dependent variables (innovation) within the hypothesized framework.

The target population for this study includes small and medium-sized enterprises (SMEs) operating in China. SMEs are vital to China's economic landscape, accounting for more than 60% of the national GDP and providing nearly 80% of urban employment (MIIT, 2021).

Given their significant role, studying the factors that drive innovation within these firms is crucial for understanding how SMEs can contribute to China's broader economic goals, particularly in light of the government's recent policies emphasizing innovation and technological advancement.

The sample size determined for this study, approximately 400 SMEs, meets the requirements for robust statistical analysis and generalizability. This sample size aligns with guidelines for quantitative research in social sciences, where larger samples enhance the reliability of findings and reduce sampling error. With a sample of 400 SMEs, the study achieves a balance between statistical power and feasibility, allowing for complex analyses such as Structural Equation Modeling (SEM) that require substantial sample sizes.

The questionnaire is the primary data collection instrument for this study, designed to capture respondents' perceptions of technology orientation, relational capital, and innovation within their firms. A structured questionnaire format is chosen to ensure consistency across responses, facilitating quantitative analysis. Each item in the questionnaire is based on established measurement scales from the literature, ensuring the reliability and validity of the instrument.

Data collection will be carried out through a combination of online surveys and direct distribution to reach a diverse set of SMEs across China. The data collection process includes multiple steps to ensure high response rates, data accuracy, and ethical handling of information:

1. **Preliminary Contact and Consent:** An introductory email will be sent to the selected SMEs, outlining the study's purpose, the importance of their participation, and assurances of confidentiality. Respondents will also be provided with a link to the online survey and an option to request a paper version if needed.
2. **Survey Distribution:** The survey will be distributed via an online platform (e.g., Qualtrics or Google Forms) for ease of access. For regions where internet access is limited, the survey will be distributed physically through industry associations to maximize accessibility.
3. **Follow-up and Reminders:** To encourage participation, reminder emails will be sent two weeks after initial contact. These reminders emphasize the study's importance and the potential impact of the findings on SME innovation policies, aiming to motivate

non-respondents to complete the survey.

4. Data Collection Timeline: The data collection process is expected to last six to eight weeks, allowing ample time for follow-ups and accommodating any delays from regional distribution.

5. Data Handling and Confidentiality: All collected data will be stored securely and anonymized before analysis. Identifiable information will not be collected to maintain respondent confidentiality, and data will be analyzed in aggregate form. These procedures align with ethical research guidelines and data protection regulations, ensuring that participant information is protected throughout the study.

6. Pilot Testing: Prior to full-scale distribution, a pilot test with 20 SMEs will be conducted to refine the instrument and confirm clarity. Feedback will be used to make any necessary adjustments, ensuring that the final survey is easy to understand and relevant to respondents.

RESULTS

The results of the analysis conducted to test the hypotheses regarding the relationship between technology orientation, relational capital, and innovation in Chinese SMEs. Structural Equation Modeling (SEM) is utilized to analyze the data and assess the validity and reliability of the measurement and structural models. SEM is a robust statistical technique that allows for the examination of complex relationships between multiple variables, making it well-suited for this study's objectives. The Partial Least Squares (PLS) approach to SEM is chosen for its flexibility in handling complex models with relatively small sample sizes and its suitability for exploratory research where theory is still developing. In the following sections, we first discuss the rationale for using PLS-SEM, then outline the procedural steps for its application. The results of the measurement model are presented first, including assessments of factor loadings, average variance extracted (AVE), composite reliability (CR), and discriminant validity. Following this, the results of the structural model are provided, along with path coefficients, R^2 values, and hypotheses testing outcomes.

The study aimed to examine the relationships among technology orientation, relational capital, and innovation in Chinese SMEs, using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the hypothesized relationships. The analysis was based on data collected from 400 SMEs across diverse industries and regions in China. Three hypotheses were

proposed, exploring the individual effects of technology orientation and relational capital on innovation, as well as the interaction effect between these two variables.

The results supported all three hypotheses. First, technology orientation was found to have a significant positive effect on innovation (H1). This finding suggests that SMEs that prioritize and invest in technological advancement are more likely to achieve higher levels of innovation. Second, relational capital also positively and significantly influenced innovation (H2), indicating that strong relationships with external stakeholders—such as customers, suppliers, and industry networks—contribute to a firm's innovative capacity. Third, the interaction effect between technology orientation and relational capital was also significant (H3), demonstrating that the combined influence of these factors enhances innovation beyond the individual effects. Together, technology orientation and relational capital explained 57% of the variance in innovation, indicating a substantial explanatory power.

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EXPLORING THE NEXUS BETWEEN PERFORMANCE MANAGEMENT SYSTEMS AND INTELLECTUAL CAPITAL: INSIGHTS FROM CHINESE HIGHER EDUCATION INSTITUTIONS: A CONCEPTUAL STUDY

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ABSTRACT

China's higher education sector has undergone significant transformation, driven by reforms aimed at enhancing global competitiveness and fostering innovation. Despite achieving remarkable milestones in research output and global rankings, challenges persist, particularly in aligning performance management systems (PMS) with the development of intellectual capital (IC). This study investigates the mediating role of IC, comprising human, structural, and relational capital, in the relationship between PMS and organizational performance.

Keywords: *transformation, innovation, intellectual capital*

INTRODUCTION

The rapid evolution of the global knowledge economy has significantly altered the landscape of higher education institutions (HEIs). As these institutions strive for excellence, the integration of effective performance management systems (PMS) and the development of intellectual capital (IC) have emerged as critical enablers of organizational success. The nexus between PMS and IC is particularly significant in determining the efficiency and global

competitiveness of HEIs. This study investigates the mediating role of IC in the relationship between PMS and organizational performance, situating its context in the Chinese higher education sector, which has undergone profound reforms to compete internationally. Given China's ambitious higher education reforms, examining the role of PMS and IC offers insights into their effectiveness in achieving sustainable performance improvements.

China's higher education system has emerged as one of the most expansive and rapidly evolving systems globally, driven by significant reforms and investments aimed at enhancing its global competitiveness. Over the past few decades, the country has transitioned from an elite higher education model to a massified system, with more than 3,000 universities enrolling over 44 million students as of 2022 (Ministry of Education of the People's Republic of China, 2023). This transformation has been underpinned by initiatives like Project 211, Project 985, and the Double First-Class Initiative, which focus on creating world-class universities and research programs (Yang et al., 2019).

These reforms are set against the backdrop of China's broader economic and social development goals, including becoming a global innovation leader. The higher education sector plays a pivotal role in this strategy, acting as a key driver of research, innovation, and talent development. The Gross Enrollment Ratio (GER) for higher education rose from 3% in the 1990s to 57.8% in 2022, reflecting the dramatic increase in access and participation (National Bureau of Statistics, 2023). Despite these advances, achieving excellence across the sector remains a formidable challenge.

One critical factor in advancing higher education performance in China is the effective implementation of performance management systems (PMS). PMS in Chinese higher education institutions (HEIs) is primarily influenced by government policies, with a strong focus on quantitative metrics such as graduation rates, publication counts, and funding levels (Zhao et al., 2021). These metrics are integral to China's centralized evaluation and ranking systems, which serve as tools for accountability and resource allocation. However, such metrics often fail to capture qualitative dimensions, including innovation, interdisciplinary research, and societal contributions (Li et al., 2020).

LITERATURE REVIEW

The Balanced Scorecard (BSC), developed by Kaplan and Norton (2004), provides a multidimensional framework for assessing organizational performance. It integrates financial and non-financial metrics across four key dimensions: financial outcomes, customer satisfaction, internal processes, and learning and growth. In the context of higher education institutions (HEIs), the BSC is particularly useful for evaluating outcomes beyond financial metrics, such as teaching quality, research impact, and community engagement. By aligning institutional activities with strategic objectives, the BSC supports the implementation of performance management systems (PMS) that emphasize holistic and sustainable performance. However, while the BSC is effective for integrating diverse performance metrics, its generic nature may require significant adaptation to address the unique attributes of HEIs, such as the critical role of intellectual capital (IC) in driving innovation and knowledge dissemination.

Performance management systems (PMS) are integral to driving organizational performance by aligning institutional activities with strategic goals. PMS frameworks in higher education institutions (HEIs) provide structured mechanisms for planning, monitoring, and evaluating performance across dimensions such as teaching quality, research productivity, and community engagement. Kaplan and Norton's (2004) Balanced Scorecard (BSC) framework highlights that PMS can optimize institutional performance by focusing on critical performance areas, including internal processes, innovation, and customer (or stakeholder) satisfaction.

Empirical evidence supports the positive impact of PMS on organizational performance in HEIs. For example, Ilias et al. (2016) found that robust PMS frameworks improve transparency, resource allocation, and accountability in public universities. Similarly, Zhao et al. (2020) demonstrated that Chinese HEIs with well-designed PMS showed superior performance in areas such as publication impact, international collaborations, and graduate employability. However, challenges such as overemphasis on quantitative metrics, rigid state control, and limited adaptability to local contexts may hinder the effectiveness of PMS in achieving broader organizational goals (Li et al., 2019).

CONCLUSION

This chapter presented the results of the quantitative analysis, demonstrating the validity and reliability of the measurement model and confirming the hypothesized relationships through the structural model. The findings provide robust empirical evidence for the positive effects of PMS on organizational performance, both directly and indirectly through IC. These results highlight the critical role of IC as a mediator, reinforcing its importance as a strategic resource for HEIs. The next chapter will discuss these findings in detail, explore their theoretical and practical implications, and provide recommendations for future research and practice.

The PLS-SEM analysis followed a two-step process:

This step evaluates the reliability and validity of the constructs. Reliability is assessed using Cronbach's alpha and composite reliability (CR), with thresholds of 0.7 or higher indicating acceptable internal consistency. Convergent validity is assessed through average variance extracted (AVE), which should exceed 0.5 for each construct. Discriminant validity is evaluated using the Fornell-Larcker criterion, ensuring that the square root of the AVE for each construct is greater than its correlation with other constructs. This step tests the hypothesized relationships between the variables. Path coefficients, significance levels, and R^2 values are analyzed to determine the strength and predictive power of the relationships. Mediation analysis is conducted using bootstrapping to estimate indirect effects and confidence intervals.

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EXPLORING THE NEXUS BETWEEN PERFORMANCE MANAGEMENT SYSTEMS AND INTELLECTUAL CAPITAL: INSIGHTS FROM CHINESE HIGHER EDUCATION INSTITUTIONS: AN EMPIRICAL STUDY

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ABSTRACT

Situating the research within the context of Chinese higher education institutions (HEIs), the study highlights the interplay of centralized governance, quantitative metrics, and global aspirations. Using a conceptual framework tailored to China's unique socio-political dynamics, the research identifies critical gaps and offers insights into how PMS and IC can drive sustainable improvements. Findings provide actionable recommendations for policymakers and institutional leaders to enhance PMS frameworks and leverage IC for achieving excellence, fostering innovation, and addressing regional disparities in the sector.

Keywords: *chinese higher education institutions, socio-political dynamics, intellectual capital*

INTRODUCTION

At the intersection of PMS and institutional performance lies the role of intellectual capital (IC), encompassing human, structural, and relational capital. Human capital in HEIs includes faculty expertise, student knowledge, and leadership capabilities, all of which are

critical for driving innovation and learning outcomes. Programs like the Thousand Talents Plan aim to attract top global talent, but challenges such as retention, regional disparities, and skill mismatches persist (Chen et al., 2020). Structural capital, comprising infrastructure, intellectual property, and internal processes, has been bolstered by investments in state-of-the-art facilities and technology. Despite this, the efficient utilization of these assets is hindered by bureaucratic inefficiencies and uneven resource distribution (Wang et al., 2018). Relational capital, involving partnerships with industries, government, and international organizations, has expanded significantly, as evidenced by collaborations with global universities. Yet, cultural and institutional barriers often limit the depth and sustainability of these partnerships (Huang et al., 2021).

The adoption of PMS frameworks in China is further influenced by cultural and institutional factors. Unlike Western systems, which prioritize autonomy and market mechanisms, Chinese HEIs operate within a Confucian framework that values collective goals and alignment with state priorities (Zhang et al., 2019). While this ensures alignment with national objectives, it can also constrain institutional autonomy and innovation. Moreover, the emphasis on international rankings, such as the QS and Times Higher Education rankings, has driven a narrow focus on metrics like publication impact and citations, often at the expense of teaching quality and community engagement (Marginson, 2018).

Despite significant advances, research on the interplay between PMS, IC, and performance in Chinese HEIs remains limited. Existing studies often examine these elements in isolation or adapt frameworks developed in Western contexts. This approach overlooks the unique socio-political dynamics of China's higher education system, where state control, cultural norms, and global aspirations converge. Addressing these gaps requires a comprehensive and context-specific understanding of how PMS and IC interact to influence organizational performance.

Chinese higher education institutions (HEIs) have achieved remarkable milestones in global rankings and research output, but disparities persist across the system. While elite institutions like Tsinghua University and Peking University are ranked among the top 50 globally, regional universities often struggle to meet even domestic benchmarks (QS World University Rankings, 2023). This uneven performance raises critical concerns about the effectiveness of

performance management systems (PMS) in driving sustainable development across the sector.

The design and implementation of PMS in Chinese HEIs are heavily influenced by state policies. Metrics such as publication counts, patent filings, and student enrollment rates dominate evaluations, reflecting the government's emphasis on measurable outcomes (Ministry of Education, 2022). However, this quantitative approach often incentivizes short-term gains, such as excessive focus on quantity over quality in research outputs, and neglects critical aspects like interdisciplinary collaboration, community engagement, and long-term capacity building (Wang et al., 2019). Moreover, rigid centralized policies limit the ability of HEIs to tailor PMS frameworks to their unique contexts, stifling innovation and adaptability.

Another persistent challenge is the underutilization of intellectual capital (IC) within Chinese HEIs. Human capital faces significant disparities, with top-tier institutions attracting the majority of high-caliber talent, while regional universities struggle to recruit and retain qualified faculty (Zhao et al., 2020). Despite programs like the Young Thousand Talents Plan, issues such as brain drain, lack of academic freedom, and limited professional development opportunities remain unresolved (Li et al., 2019). Structural capital investments, including research infrastructure and digital platforms, are often unevenly distributed, with rural and less-established institutions lagging behind (Chen et al., 2021). Relational capital, vital for fostering partnerships and enhancing reputation, is hindered by institutional silos and limited integration with global networks (Huang et al., 2020).

The significance of this study lies in its ability to bridge critical gaps in the understanding of performance management systems (PMS) and intellectual capital (IC) within the unique socio-political and economic context of Chinese higher education institutions (HEIs). Theoretically, the research contributes to the broader discourse on how PMS frameworks influence IC development and, in turn, enhance organizational performance. By focusing on China, the study provides insights into how centralized governance, cultural values, and global competition shape the implementation and outcomes of PMS. This theoretical contribution is particularly important as most existing frameworks are developed in Western contexts, leaving a void in understanding how these systems operate in state-controlled and

rapidly evolving environments like China.

LITERATURE REVIEW

Performance management systems (PMS) are strategic frameworks used to align an organization's activities with its objectives, ensuring efficiency and effectiveness in achieving desired outcomes. Originating from private sector practices, PMS has been widely adopted in public institutions, including HEIs, where it plays a critical role in managing performance across teaching, research, and community engagement. PMS encompasses planning, monitoring, evaluation, and feedback mechanisms to ensure that organizational goals are met (Hvidman & Andersen, 2014). In HEIs, these systems integrate quantitative and qualitative metrics, including academic output, student satisfaction, and societal contributions, to evaluate performance holistically (Kaplan & Norton, 2004).

Intellectual capital (IC) represents the intangible assets that contribute to an organization's value creation and competitive advantage. IC is broadly categorized into three components: human capital, structural capital, and relational capital (Stewart, 1997; Edvinsson & Malone, 1997). In the context of HEIs, IC encompasses the knowledge, infrastructure, and external relationships that drive academic and research excellence.

Organizational performance in HEIs refers to the measurable outcomes achieved in areas such as teaching, research, and societal contributions. Unlike private sector organizations, where performance is often evaluated based on financial metrics, HEIs employ a broader range of indicators to capture their multifaceted goals (Altbach, 2015). These indicators include academic excellence, research productivity, student satisfaction, and community impact.

In Chinese HEIs, organizational performance is assessed through both national and international frameworks. Domestically, the Ministry of Education mandates performance evaluations based on criteria such as graduate employability, research funding, and societal impact (Ministry of Education, 2022). Internationally, institutions are evaluated against global ranking metrics, including citation impact, faculty-student ratios, and internationalization. While these frameworks provide valuable benchmarks, they often prioritize quantitative metrics, leading to a narrow focus on areas like publication counts and grant acquisition (Zhao et al., 2020).

PMS also plays a critical role in developing intellectual capital (IC), which encompasses human, structural, and relational capital. An effective PMS creates an enabling environment for talent development, resource optimization, and stakeholder engagement, which are fundamental to IC. For instance, PMS frameworks that incentivize faculty development, foster interdisciplinary research, and promote collaboration with external partners contribute to building human, structural, and relational capital (Secundo et al., 2018).

Studies have shown that PMS supports IC development by facilitating knowledge creation and dissemination. Deschamps and Mattijs (2018) revealed that PMS fosters organizational learning and enhances IC in knowledge-intensive sectors. In the context of Chinese HEIs, initiatives such as performance-based funding and strategic planning systems have been instrumental in improving IC dimensions. However, the rigid and quantitative nature of PMS in China often limits its potential to fully harness IC, particularly in areas like relational capital, where qualitative aspects like trust and reputation play a significant role (Huang et al., 2021).

METHODOLOGY

This study employs a quantitative, cross-sectional research design to test the hypothesized relationships between PMS, IC, and organizational performance. A quantitative approach is suitable for examining the structural relationships among the variables, as it allows for statistical testing and generalization of findings. A cross-sectional design was chosen to capture data at a single point in time, enabling an efficient analysis of the current state of PMS and IC in Chinese HEIs.

The research model integrates PMS as an independent variable, IC as a mediating variable, and organizational performance as the dependent variable. This mediation model is tested using partial least squares structural equation modeling (PLS-SEM), a robust statistical technique for analyzing complex relationships between latent variables.

The measurement of variables in this study was based on well-established scales from the literature, tailored to the context of Chinese HEIs. PMS was measured using a 10-item scale that assessed strategic communication, performance monitoring, reward systems, and resource allocation. This scale was adapted from frameworks developed by Hvidman and Andersen (2014) and Kaplan and Norton (2004). Intellectual capital was measured using a

comprehensive 41-item scale that captures human, structural, and relational capital dimensions. The human capital subscale focused on faculty expertise and innovation, structural capital measured organizational processes and technological infrastructure, and relational capital assessed the strength of external partnerships and stakeholder relationships. This scale was adapted from the work of Córcoles et al. (2013). Organizational performance was measured using an 8-item scale based on the framework of Duygulu et al. (2016), which evaluates outcomes in teaching, research, community engagement, and financial sustainability. These validated scales ensure the reliability and accuracy of the data collected. To analyze the collected data, several statistical techniques were employed. First, descriptive statistics, including means, standard deviations, and frequency distributions, were calculated to summarize the demographic characteristics of respondents and their responses to the survey items. Next, reliability and validity of the measurement scales were assessed. Reliability was evaluated using Cronbach's alpha and composite reliability (CR), with values exceeding the threshold of 0.7 indicating acceptable internal consistency. Validity was tested through the average variance extracted (AVE) for convergent validity, ensuring that AVE values exceeded 0.5. Discriminant validity was confirmed using the Fornell-Larcker criterion to demonstrate that constructs were distinct from one another.

To test the hypothesized relationships, PLS-SEM was employed. This technique is particularly suitable for models with latent variables and does not impose strict assumptions about data distribution. The analysis involved two stages: first, assessing the measurement model to confirm reliability and validity, and second, testing the structural model to examine direct and indirect relationships among PMS, IC, and organizational performance. The mediation effects of IC were analyzed using bootstrapping techniques, which provide confidence intervals for indirect effects. Model fit was assessed using the standardized root mean square residual (SRMR), with values below 0.08 indicating a good fit. Path coefficients, R^2 values, and effect sizes (f^2) were also evaluated to interpret the strength and significance of the relationships.

A purposive sampling method was used to select participants from diverse institutions, including elite and regional universities, with a sample size of at least 200 respondents. The survey instrument was adapted from validated scales in existing literature and measured PMS,

IC, and organizational performance using a five-point Likert scale. PMS was assessed across dimensions such as strategic communication, performance monitoring, reward systems, and resource allocation. IC was measured in three components: human capital, structural capital, and relational capital. Organizational performance was evaluated based on teaching quality, research output, community engagement, and financial outcomes.

Data analysis was conducted using partial least squares structural equation modeling (PLS-SEM), a robust technique for evaluating complex relationships between latent variables. Reliability and validity of the measurement model were assessed using Cronbach's alpha, composite reliability, and average variance extracted (AVE). Structural model testing included mediation analysis to examine the indirect effects of IC on the PMS-organizational performance relationship.

While the methodology ensures a rigorous investigation, the chapter acknowledged certain limitations, including the cross-sectional design's inability to establish causality, potential biases from self-reported data, and limited generalizability due to purposive sampling. Nonetheless, the methodological framework provides a robust foundation for testing the hypotheses and generating empirical insights into the dynamics of PMS, IC, and organizational performance in Chinese HEIs. The next chapter will present the results and analysis of the data collected, further elaborating on the study's theoretical and practical implications.

RESULTS

A quantitative approach was adopted for this study as it provides a robust framework for testing hypotheses and analyzing relationships among variables in a systematic and objective manner. Quantitative research is particularly suitable for studies like this, which aim to identify causal relationships and mediation effects. By utilizing structured survey data, the study was able to capture the perceptions and experiences of a large sample of participants, ensuring the generalizability and reliability of the findings. Moreover, quantitative methods enable precise measurement of variables and allow for statistical testing of their relationships, which is essential for establishing empirical evidence.

The use of a structured questionnaire ensured that the data collection process was

standardized, reducing potential biases and facilitating comparisons across responses. The large sample size and diverse respondent pool, drawn from various HEIs across China, further enhanced the validity of the findings. Additionally, the study's focus on mediation analysis necessitated the use of quantitative techniques that could simultaneously test direct and indirect effects among variables. Thus, a quantitative approach was deemed the most appropriate method for achieving the study's objectives and answering its research questions. The findings validate the study's theoretical framework, providing empirical support for the hypothesized relationships. The direct positive relationship between PMS and organizational performance underscores the importance of robust performance management frameworks in enhancing HEI outcomes. The significant impact of PMS on IC highlights its role in fostering human, structural, and relational capital, which are critical for institutional success. The strong mediation effect of IC suggests that it acts as a strategic enabler, translating PMS-driven initiatives into measurable performance improvements. These findings align with the Knowledge-Based View (KBV) of the firm, emphasizing the importance of intangible assets and knowledge management in achieving sustainable competitive advantage.

The results also reveal critical insights for Chinese HEIs. The significant role of PMS in developing IC underscores the need for targeted policies and practices that support talent development, infrastructure optimization, and external collaborations. Furthermore, the mediation effect of IC highlights the importance of investing in intangible resources to amplify the benefits of performance management initiatives.

While this study provides valuable insights into the relationships among performance management systems (PMS), intellectual capital (IC), and organizational performance in Chinese higher education institutions (HEIs), several limitations must be acknowledged. First, the cross-sectional design used in this study captures data at a single point in time, limiting the ability to infer causality between variables. Although the findings highlight significant relationships, longitudinal studies are needed to explore how PMS influences IC development and how these changes impact organizational performance over time. Additionally, this study relied on self-reported data from HEI personnel, which may be subject to social desirability bias or response exaggeration. Future research could enhance validity by triangulating survey

data with objective institutional metrics, such as publication records, funding levels, or student satisfaction indices.

Another limitation is the use of a purposive sampling method, which, while effective in targeting knowledgeable respondents, may limit the generalizability of the findings. The unique socio-political context of Chinese HEIs further restricts the applicability of these results to other countries or regions. Replicating this study in different cultural and institutional settings would help evaluate the generalizability of the theoretical framework and provide comparative insights. Moreover, the study primarily focused on quantitative metrics to examine relationships among variables, which may have overlooked qualitative aspects, such as trust, collaboration, and the cultural nuances influencing relational capital. Adopting mixed-methods approaches in future research could capture the richness and complexity of PMS and IC dynamics.

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INVESTIGATING THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON HUMAN CAPITAL AND ORGANIZATIONAL PERFORMANCE: A CONCEPTUAL STUDY

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ABSTRACT

In an era marked by globalization, technological advancements, and complex economic paradigms, organizations increasingly turn to transformational leadership as a critical factor for achieving competitive advantage and sustainable success. Transformational leadership, characterized by its focus on vision, inspiration, and human capital development, has proven essential for fostering innovation, aligning individual and organizational goals, and driving performance. This study examines the intricate relationships between transformational leadership, human capital, innovation, and organizational performance within the unique and dynamic context of Chinese organizations. It builds on the premise that in knowledge-intensive and innovation-driven economies, human capital is not merely a resource but a strategic asset that underpins organizational success.

The Chinese context presents a compelling backdrop for exploring these relationships, given the country's dramatic transformation from a centrally planned economy to a global market leader in manufacturing, technology, and services. As China transitions toward a knowledge-based economy, leveraging human capital and fostering innovation have become paramount for maintaining competitive advantage. Despite the growing recognition of

transformational leadership's importance in this evolving landscape, the mechanisms through which it influences human capital development and innovation remain underexplored, particularly in China's unique economic and cultural environment.

Keywords: *Transformational leadership, human capital, organizational performance*

INTRODUCTION

In an era defined by rapid globalization, technological advancement, and shifting economic paradigms, organizations are increasingly looking toward transformational leadership to drive success and maintain competitive advantage. This leadership style, which emphasizes vision, inspiration, and the development of human capital, has become integral to organizational effectiveness in both developed and emerging economies. As markets become more interconnected and business environments grow ever more complex, the ability to foster innovation, harness human capital, and align individual and organizational goals is paramount. In this context, transformational leadership has emerged as a critical tool, enabling organizations to navigate challenges and achieve sustained success through a collective effort that inspires individual growth, creativity, and productivity (Afsar et al., 2014).

Central to the concept of transformational leadership is its capacity to nurture and enhance human capital—the skills, knowledge, creativity, and abilities of employees that collectively contribute to an organization's ability to innovate and perform. In today's economy, where innovation is recognized as the cornerstone of competitive advantage, human capital is no longer just a resource but rather a strategic asset. Organizational success hinges on how well leaders can cultivate and leverage the intellectual and creative potential of their workforce (Alrowwad et al., 2020). As organizations transition from traditional industries to more knowledge-intensive sectors, the demand for leadership styles that can inspire and mobilize human capital to create value has intensified. In this light, transformational leadership emerges as the key driver of innovation, the very engine that powers organizational performance and sustainability (Al-Husseini et al., 2021).

The role of transformational leadership in driving organizational outcomes has been a topic of growing interest over the past few decades. Scholars have consistently found that

transformational leaders—who inspire and motivate employees, provide a clear vision, and encourage personal development—are more likely to foster an environment that promotes creativity, innovation, and performance. Transformational leadership has been linked to numerous positive outcomes, including higher employee satisfaction, increased organizational commitment, and enhanced individual and team performance (AlNuaimi et al., 2021). These outcomes, in turn, contribute to overall organizational success, especially in environments where continuous adaptation and innovation are critical.

However, while the link between transformational leadership and various organizational outcomes has been well-documented, its role in shaping human capital remains underexplored, particularly in the context of emerging economies like China. Human capital is increasingly recognized as a key driver of innovation and organizational performance, particularly in knowledge-intensive industries (Danvila del Valle and Sastre Castillo, 2009). Human capital encompasses a wide range of employee attributes, including skills, expertise, creativity, and the ability to learn and adapt (Bass and Avolio, 1994). Organizations with strong human capital are better positioned to innovate, solve complex problems, and adapt to changes in the market. Transformational leadership, through its focus on individual empowerment and professional development, can enhance human capital by encouraging continuous learning, fostering a sense of ownership, and aligning employees' personal goals with organizational objectives.

The concept of innovation has also gained significant attention as a primary driver of competitive advantage in the global marketplace. Innovation, in the form of new products, processes, and business models, is vital for organizations seeking to remain competitive and relevant in rapidly changing markets. Organizational performance, often measured in terms of productivity, profitability, and market share, is increasingly dependent on an organization's ability to innovate. Innovation, in turn, is directly influenced by human capital—the skills and creativity of the workforce are essential for generating new ideas and translating them into tangible results. Transformational leadership, by fostering a culture of openness, trust, and continuous learning, creates an environment where innovation can thrive (Heenkenda et al., 2022).

LITERATURE REVIEW

Transformational Leadership (TL) has become one of the most extensively studied and widely recognized leadership styles in organizational research, primarily due to its emphasis on motivating and inspiring followers to exceed their expected performance levels. TL represents a leadership approach that goes beyond transactional exchanges to foster higher levels of employee engagement, creativity, and organizational performance (Alrowwad et al., 2020). Unlike traditional leadership styles, which often focus on day-to-day operations and exchanges between leaders and followers, TL is characterized by the ability of leaders to inspire followers to transcend their self-interest for the good of the organization, thus promoting long-term vision and positive organizational outcomes (Antonakis and House, 2013).

This leadership approach is grounded in the belief that leaders can significantly influence followers' beliefs, attitudes, and behaviors by articulating a compelling vision, modeling desirable behaviors, and providing individualized support. TL is inherently linked with the development of human capital, which involves the acquisition and application of knowledge, skills, and capabilities to enhance organizational performance. The interplay between transformational leadership and human capital development is vital in organizations that operate in fast-paced, competitive, and innovation-driven environments (AlNuaimi et al., 2021).

A key feature of human capital is its ability to enhance organizational resilience. In times of crisis or market disruption, organizations with highly skilled and knowledgeable employees are more likely to weather the storm and emerge stronger. This is because employees with deep expertise can help navigate challenges, develop solutions, and implement effective strategies to mitigate risk. Moreover, organizations that invest in the development of their human capital are more likely to retain talented employees, reducing turnover and the associated costs of recruitment and training (Hitt and Duane, 2002).

CONCLUSION

This study aimed to investigate the impact of transformational leadership, human capital, and innovation on organizational performance within the banking sector. The findings provide significant contributions to understanding the complex relationships among these factors and

their implications for organizational success.

The study confirmed that transformational leadership has a strong, positive influence on organizational performance. This aligns with existing literature, which has consistently demonstrated that leaders who inspire and motivate employees can significantly enhance organizational outcomes. Transformational leaders play a key role in fostering a culture of innovation, engagement, and high performance, all of which are essential for achieving long-term success in dynamic industries like banking.

Human capital, represented by the skills, knowledge, and capabilities of employees, was also found to be a critical determinant of organizational performance. Organizations that invest in developing their workforce and fostering a knowledge-sharing culture tend to outperform their competitors. The results underscore the importance of strategic human capital management in driving innovation, improving operational efficiency, and enhancing overall performance.

Innovation, both incremental and radical, emerged as a vital factor in enhancing organizational performance. Incremental innovations improve efficiency and customer satisfaction, while radical innovations open new market opportunities and drive competitive advantage. The study highlights the need for organizations to balance both types of innovation to ensure sustainable performance. Furthermore, the interaction between leadership, human capital, and innovation was found to have a synergistic effect, amplifying the positive impact on organizational performance.

This research contributes to the growing body of literature by integrating transformational leadership, human capital, and innovation within the same framework and illustrating their collective impact on organizational performance. The study also offers valuable practical insights for organizations aiming to enhance their performance by focusing on leadership development, human capital investment, and fostering an innovation-oriented culture.

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INVESTIGATING THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON HUMAN CAPITAL AND ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL STUDY

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ABSTRACT

This research seeks to address this gap by investigating how transformational leadership enhances human capital, promotes innovation, and drives organizational performance. Specifically, it explores four key research questions: (1) How is transformational leadership associated with human capital development in Chinese organizations? (2) How does transformational leadership influence innovation? (3) What is the relationship between human capital and innovation? and (4) How does innovation impact organizational performance? The study highlights the role of transformational leadership in creating a culture of empowerment and continuous learning, aligning employees' aspirations with organizational objectives, and fostering an environment conducive to creativity and innovation.

Moreover, this study emphasizes the centrality of human capital in driving innovation, which is recognized as the cornerstone of competitive advantage in the global marketplace. The skills, knowledge, and creativity of the workforce are essential for generating new ideas and implementing innovative solutions. By linking transformational leadership to the cultivation of human capital and, subsequently, to innovation and organizational performance, the study

provides valuable insights into how leadership practices can be leveraged to enhance organizational outcomes.

The study also underscores the significance of innovation as a key driver of organizational performance, encompassing metrics such as productivity, profitability, and market share. Innovation is vital for maintaining relevance in rapidly changing markets and is intrinsically tied to human capital's intellectual and creative potential. Transformational leadership's ability to inspire trust, foster collaboration, and promote a shared vision positions it as a powerful catalyst for innovation.

In making these contributions, this research enhances the theoretical understanding of transformational leadership's impact on human capital and innovation in China, a context characterized by rapid economic reform, globalization, and technological advancement. By addressing the unique challenges faced by Chinese organizations—such as adapting to a fast-evolving technological landscape and fostering a culture of innovation—the study offers both theoretical and practical insights. These findings are valuable for managers and leaders seeking to design strategies that enhance employee development, promote creativity, and drive innovation, ultimately contributing to long-term organizational success in a highly competitive and dynamic global economy.

Keywords: *transformational leadership, human capital, innovation, organizational performance*

INTRODUCTION

The Chinese context presents a unique setting in which to examine the relationship between transformational leadership, human capital, innovation, and organizational performance. Over the past few decades, China has undergone a dramatic transformation from a centrally planned economy to one of the world's largest and most dynamic market economies. This shift has been accompanied by rapid industrialization, technological advancement, and the emergence of China as a global player in the fields of manufacturing, technology, and services. As China transitions further into a knowledge-based economy, the role of human capital in fostering innovation and enhancing organizational performance has become more apparent (Cheung and To, 2019).

However, while China's economic growth has been impressive, it has also created new

challenges for organizations. Firms must not only compete in a globalized market but also adapt to the rapidly changing technological landscape and the demand for innovation. To succeed in this environment, Chinese organizations must leverage their human capital effectively, fostering a workforce that is skilled, creative, and capable of driving innovation. This requires leadership that can inspire employees, align their individual goals with organizational objectives, and create a culture conducive to innovation and performance. Transformational leadership, with its emphasis on vision, inspiration, and empowerment, is particularly well-suited to meet these challenges.

This research seeks to fill this gap by exploring the intricate relationships between transformational leadership, human capital, innovation, and organizational performance in the Chinese context. While the independent effects of transformational leadership, human capital, and innovation have been explored individually, their interconnectedness—By addressing this gap, this study not only contributes to a deeper understanding of the mechanisms through which transformational leadership influences organizational success but also highlights the unique contextual factors that shape leadership effectiveness in China.

The significance of this dynamic is particularly pronounced in China, where rapid economic reform, globalization, and technological advancements have shaped a unique and evolving business environment. As China continues to shift from a manufacturing-centric economy to one focused on services and innovation, the importance of human capital and leadership in fostering creativity and maintaining competitive advantage has taken center stage. Chinese firms are increasingly confronted with the challenge of integrating cutting-edge technologies while simultaneously fostering a culture of innovation that is conducive to long-term growth. It is within this context that transformational leadership holds particular promise, given its emphasis on inspiring employees, encouraging innovation, and aligning individual aspirations with organizational goals (Li, 2018). However, despite the growing recognition of transformational leadership in China, there remains a dearth of empirical research that comprehensively examines the pathways through which transformational leadership influences human capital, innovation, and organizational performance in the Chinese business context.

This study makes several important contributions to both academic literature and practical

management. First, it enhances our understanding of how transformational leadership influences human capital development and innovation within the unique Chinese business environment. While previous research has addressed transformational leadership's role in various organizational outcomes, the specific links between leadership and human capital, as well as how human capital drives innovation in Chinese organizations, have received limited attention.

Second, this study contributes to the literature by examining the role of human capital as a critical driver of innovation and organizational performance. By exploring how transformational leadership shapes human capital and fosters innovation, the research provides new insights into the mechanisms through which leadership affects organizational success.

Third, this research provides a practical framework for managers and organizational leaders in China. Understanding the relationship between leadership, human capital, and innovation can help leaders design strategies that enhance employee development, promote creativity, and drive innovation. Furthermore, by considering the impact of China's economic and cultural context, the study offers insights into how local factors shape leadership effectiveness and organizational outcomes.

LITERATURE REVIEW

The effectiveness of transformational leadership has been widely recognized across various organizational settings. Studies have consistently demonstrated that TL leads to enhanced employee performance, increased organizational commitment, and greater employee satisfaction. The key strength of TL lies in its ability to motivate employees beyond their basic job requirements, fostering an environment of trust, cooperation, and collective responsibility (Birasnav et al., 2011).

A significant body of research has emphasized the positive relationship between TL and employee outcomes such as job satisfaction, organizational commitment, and organizational performance. For instance, Birasnav et al. (2011) found that transformational leaders are able to inspire employees to take ownership of their work and exhibit discretionary effort, which ultimately leads to improved organizational outcomes. Similarly, Bass et al. (1996) found that transformational leadership positively impacts employee creativity, as these leaders

encourage risk-taking and the generation of new ideas, which is particularly important in innovation-driven organizations.

Moreover, TL has been shown to have a positive influence on employee engagement. Transformational leaders engage employees by aligning their personal values and goals with the organization's mission, thus promoting a sense of purpose in their work. Engaged employees are more likely to display higher levels of motivation, commitment, and discretionary effort, which in turn positively affects organizational performance (Bryant, 2003).

One of the areas where transformational leadership has been found to resonate particularly well is in collectivist cultures, such as in China. According to Hofstede's cultural dimensions theory, China is characterized by high collectivism, which emphasizes group harmony, shared goals, and long-term relationships. In such cultures, leadership that promotes unity and aligns personal goals with collective organizational goals is highly effective. This is where TL, with its focus on vision, inspiration, and alignment of personal and organizational objectives, becomes especially powerful (Hobman et al., 2011).

Studies have shown that TL in China is often complemented by Confucian values, which emphasize respect for authority, harmony, and long-term vision. These values are congruent with the four dimensions of TL, particularly idealized influence and individualized consideration. In the Chinese context, transformational leaders are seen as figures of authority who not only provide strategic direction but also care for the well-being of their employees, thereby fostering loyalty and commitment. This blend of TL with Confucian values enhances the effectiveness of leadership and contributes to organizational success (Díaz-Sáenz, 2011).

The importance of human capital in driving organizational success cannot be overstated. In today's knowledge-based economy, human capital has emerged as one of the most critical drivers of competitive advantage. For organizations operating in knowledge-intensive industries such as technology, finance, and consulting, the skills, expertise, and innovative capabilities of their workforce are the foundation for delivering value to customers and stakeholders. Empirical studies across different sectors have shown that high levels of human capital are strongly correlated with enhanced organizational performance, as employees with higher levels of skill and expertise are more likely to deliver superior results (Barbuto Jr and

Gottfredson, 2016).

Human capital plays a pivotal role in fostering organizational competitiveness. One of the primary ways it contributes to organizational success is through its impact on innovation. Employees with high levels of knowledge, creativity, and technical skills are essential for the development of new products, services, and processes. Innovation, in turn, is a key driver of organizational growth, as it allows companies to differentiate themselves in competitive markets, meet evolving consumer demands, and adapt to changing industry dynamics (Barbuto Jr and Gottfredson, 2016).

In the context of China, human capital development has become an area of increasing focus, particularly as the country transitions from a manufacturing-based economy to a knowledge-based economy. Over the past few decades, China has made significant strides in improving its education system, investing in higher education, and promoting technical training programs to enhance the skills of its workforce. This shift is in line with the Chinese government's broader economic strategy, such as the "Made in China 2025" initiative, which aims to move the country up the value chain by fostering innovation, technological advancement, and high-end manufacturing capabilities (Aman-Ullah et al., 2022).

The importance of human capital development is central to China's long-term vision of becoming a global leader in technology and innovation. As part of this initiative, the Chinese government has emphasized the need to cultivate a highly skilled workforce that can drive advancements in key sectors such as artificial intelligence, robotics, biotechnology, and green energy. Policies such as increasing investment in education, offering incentives for research and development, and fostering international collaboration have all been designed to promote human capital development and innovation (Andre and Lantu, 2015).

METHODOLOGY

A survey questionnaire was used to gather data in this study. Prior to the survey execution, five academics were invited to review the instrument. Three of these scholars were from the Management Information Systems department at a Chinese university, while the other two specialized in knowledge management and intellectual capital (IC). The review process allowed for the identification of potential issues related to language, content clarity, and question ambiguity. Several modifications were made following their feedback to

enhance the overall quality of the questionnaire. These adjustments were made in accordance with the suggestions provided by the experts.

Following this, a pilot study was conducted where a revised version of the questionnaire was distributed to a sample of banking employees in a city in China. The sample size for this pilot study was small, with eight banking employees taking part. Their feedback was used to identify further improvements, particularly regarding the clarity of the questionnaire items. Based on their input, additional modifications were made to ensure that the final version of the survey was both culturally relevant and easy to understand for the Chinese banking employees.

In terms of data collection logistics, the survey was distributed using a simple random sampling method to employees from the 25 participating banks. This method was chosen to ensure that all banking employees in the selected branches had an equal chance of being included in the study. A total of 350 questionnaires were distributed, and after careful follow-up efforts, 298 usable responses were received, resulting in a response rate of 85.14 percent (298/350). This response rate was considered adequate, reflecting the high level of engagement of employees with the survey.

The final sample size of 298 respondents was deemed sufficient according to the guidelines for using Structural Equation Modeling (SEM) with PLS SEM software. SEM is a complex multivariate technique, and Kline (2010) suggests that a sample size of at least 200 respondents is appropriate for path modeling. The achieved sample size of 298 respondents met the recommended sample size guidelines provided by Kline (2010), Krejcie and Morgan (1970), and Pallant (2005), ensuring that the data could be analyzed reliably and validly.

In this study, a survey questionnaire was employed as the primary tool for data collection. The questionnaire was divided into two distinct sections to capture the necessary information for analyzing the variables of interest: leadership style, human capital, innovation, and organizational performance.

The first part of the questionnaire focused on gathering demographic data from the respondents. This section collected information on key demographic variables such as the respondent's gender, level of education, position within the organization, and years of experience in the banking sector. These variables were chosen as they are fundamental in

understanding the profile of the sample and may provide insights into how demographic factors might influence the perception and impact of leadership, human capital, innovation, and organizational performance.

The second part of the questionnaire was designed to measure the key constructs central to the study. The four primary variables measured include leadership style (specifically transformational leadership), human capital, innovation, and organizational performance. These constructs were operationalized using established scales from prior research, ensuring that the questionnaire items were both valid and reliable.

RESULTS

This study's results reveal that transformational leadership is the most significant predictor of organizational performance. It is the leadership style that promotes higher levels of employee satisfaction, motivation, and commitment, all of which contribute to superior organizational outcomes. According to scholars, transformational leaders are effective in fostering creativity, driving change, and supporting employees to achieve their fullest potential (Manu, 2022). In this study, the application of transformational leadership in the banking sector led to a noticeable improvement in organizational performance, particularly in terms of market share, sales, and overall performance metrics.

Transformational leadership's ability to positively influence performance can be explained by several mechanisms. Firstly, transformational leaders are often viewed as role models, who encourage innovation and creativity. Their ability to articulate a compelling vision for the future provides direction and motivation for employees, which is crucial for performance improvement. This sense of purpose and direction leads to higher engagement levels, which in turn improves organizational performance (Karimi et al., 2023, Shafi et al., 2020).

Furthermore, transformational leaders facilitate trust, which is an important factor for fostering collaboration and resource-sharing within organizations, especially in complex and fast-paced industries like banking.

This study contributes to the body of research on transformational leadership by providing empirical evidence of its significant impact on organizational performance in the banking sector. The study reinforces Bass and Avolio's (1994) argument that transformational

leadership enhances organizational effectiveness by fostering a shared vision and inspiring employees to perform beyond expectations. By focusing on motivation and intellectual stimulation, transformational leaders facilitate a positive work environment that encourages employees to embrace change and innovation.

Furthermore, this study supports the notion that transformational leadership is not a one-size-fits-all solution but rather operates within specific contextual settings. This research extends the theory by showing how transformational leadership can be applied successfully in the banking sector, an environment that has traditionally been more rigid and resistant to change. The results suggest that leadership within organizations should be adaptive, leveraging transformational leadership in response to evolving market demands and organizational needs.

This study underscores the importance of transformational leadership in driving organizational performance. As such, organizations should invest in leadership development programs that focus on cultivating transformational leadership behaviors, such as inspiring and motivating employees, fostering creativity, and encouraging innovation. These programs can take various forms, including leadership training workshops, coaching sessions, and mentoring programs, all of which aim to develop leaders who can inspire and engage their teams.

Transformational leadership development is particularly important in sectors like banking, where employee engagement and innovation are crucial for long-term success. By fostering leadership capabilities that promote collaboration, trust, and creativity, organizations can enhance their competitiveness and ability to respond to changes in the business environment.

Human capital is a critical factor in enhancing organizational performance. Therefore, organizations should prioritize human capital investment strategies, including employee training, development, and retention initiatives. This could involve offering continuous learning opportunities, investing in professional certifications, and creating career advancement pathways to retain top talent. Additionally, organizations should foster a culture of knowledge sharing, where employees are encouraged to share insights and best practices across departments.

In the banking sector, human capital investments can significantly impact service quality,

customer satisfaction, and overall performance. Skilled employees are better equipped to deal with complex financial products and provide personalized customer experiences. Thus, organizations that invest in their workforce are more likely to achieve superior performance outcomes.

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LEVERAGING GREEN INTELLECTUAL CAPITAL FOR BUSINESS SUSTAINABILITY: INSIGHTS FROM CHINA'S INDUSTRIAL TRANSFORMATION: A CONCEPTUAL STUDY

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ABSTRACT

China's rapid economic growth and industrial expansion have resulted in severe environmental challenges, including air and water pollution, resource depletion, and greenhouse gas emissions. In response, the government has implemented robust policies, such as the Environmental Protection Law and the Dual Carbon Goals, to promote sustainability. However, many Chinese enterprises continue to view sustainability as a compliance requirement rather than a strategic priority, limiting their ability to harness its full potential.

Keywords: *environmental challenges, environmental protection law, dual carbon goal, sustainability*

INTRODUCTION

Sustainability has become a central theme in the business world as global economies face mounting pressure to address environmental challenges while sustaining economic growth. Businesses are increasingly expected to align their operations with sustainable practices that reduce environmental impact, enhance social well-being, and ensure long-term economic viability (Elkington, 1997). In this context, the concept of Green Intellectual

Capital (GIC) has emerged as a critical enabler of business sustainability, encompassing the intangible resources that organizations leverage to achieve their environmental objectives (Chen, 2008). GIC is particularly relevant in countries like China, where rapid industrialization has created significant environmental challenges, including air and water pollution, deforestation, and greenhouse gas emissions (Zhao et al., 2023). These issues necessitate a shift toward sustainable business practices that prioritize innovation, efficiency, and collaboration.

China, as the world's second-largest economy, occupies a unique position in the global sustainability discourse. Its manufacturing sector, which accounts for a substantial share of the national GDP, plays a pivotal role in driving economic growth while also being a major contributor to environmental degradation (Li et al., 2020). Recognizing this dual challenge, the Chinese government has implemented robust regulatory frameworks and initiatives to promote sustainability. Policies such as the Environmental Protection Law (2015), the Beautiful China Initiative, and the Dual Carbon Goals targeting carbon neutrality by 2060 have incentivized businesses to adopt green technologies and align their operations with environmental standards (Zhang & Liu, 2021). Despite these efforts, many Chinese enterprises struggle to integrate sustainability into their core strategies, often focusing on compliance rather than proactive engagement (Zhao et al., 2023).

This study explores the role of GIC in addressing these challenges by examining how green human capital, green structural capital, and green relational capital contribute to business sustainability in the Chinese context. By integrating theoretical frameworks such as the Resource-Based View (RBV) and Intellectual Capital-Based View (ICBV), the research aims to provide a nuanced understanding of how intangible resources drive sustainable outcomes (Barney, 1991; Hart, 1995). The study also seeks to identify the unique challenges and opportunities associated with GIC in China, offering practical insights for managers, policymakers, and stakeholders striving to enhance sustainability efforts.

LITERATURE REVIEW

Green Human Capital (GHC) refers to the knowledge, skills, and attitudes of employees toward environmental sustainability. It emphasizes the importance of human resources in

fostering innovation, enhancing operational efficiency, and implementing sustainability practices (Chen, 2008). GHC encompasses workforce training, environmental awareness, and the ability to develop eco-friendly solutions, making it a critical dimension of Green Intellectual Capital.

Green Structural Capital (GSC) encompasses the systems, processes, technologies, and policies that support environmental goals within an organization. It represents the institutionalized knowledge and capabilities that enable firms to implement and sustain green practices (Chen, 2008).

Green Relational Capital (GRC) refers to the external networks and collaborations that facilitate sustainability initiatives. It includes partnerships with eco-conscious suppliers, customers, regulators, and community organizations, as well as participation in industry alliances (Hart, 1995).

Business Sustainability (BS) refers to the ability of an organization to achieve long-term economic, environmental, and social objectives. It aligns with the Triple Bottom Line (TBL) framework, which emphasizes the integration of financial performance, environmental stewardship, and social responsibility (Elkington, 1997).

BS is underpinned by the Natural Resource-Based View (NRBV), which highlights the strategic value of environmental capabilities in achieving competitive advantage (Hart, 1995). The TBL framework provides a comprehensive lens for assessing sustainability outcomes across economic, environmental, and social dimensions.

Empirical studies consistently demonstrate the benefits of integrating sustainability into business operations. For instance, firms that prioritize environmental goals are more likely to experience enhanced innovation, reduced operational costs, and improved stakeholder trust (Chen et al., 2008). A meta-analysis by Dangelico and Pujari (2010) found that sustainable business practices significantly contribute to long-term financial performance and market differentiation.

China's emphasis on sustainability is reflected in policies such as the Beautiful China Initiative and the Dual Carbon Goals. These frameworks encourage businesses to adopt eco-friendly practices, reduce emissions, and engage with stakeholders to achieve shared sustainability objectives (Zhang & Liu, 2021). Despite these advancements, many Chinese

enterprises face challenges in balancing short-term financial goals with long-term sustainability commitments, highlighting the need for strategic investments in GIC.

CONCLUSION

In conclusion, while the study advances theoretical and practical understanding of GIC and BS, its limitations provide avenues for future research. Longitudinal designs, objective data sources, cross-sector and cross-national analyses, and the inclusion of moderating variables represent promising directions for further exploration. Additionally, employing mixed-methods approaches could offer deeper insights into the complexities of integrating GIC into sustainability strategies, ultimately contributing to more effective practices in diverse organizational and cultural contexts.

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LEVERAGING GREEN INTELLECTUAL CAPITAL FOR BUSINESS SUSTAINABILITY: INSIGHTS FROM CHINA'S INDUSTRIAL TRANSFORMATION: AN EMPIRICAL STUDY

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ABSTRACT

This study investigates the role of Green Intellectual Capital (GIC)—comprising green human capital, green structural capital, and green relational capital—in driving business sustainability within the unique socio-economic and regulatory environment of China. By integrating the Resource-Based View (RBV) and Intellectual Capital-Based View (ICBV), this research explores how intangible resources contribute to sustainable outcomes. The findings offer actionable insights for managers and policymakers to align economic performance with environmental goals, addressing both challenges and opportunities in China's journey toward sustainable development.

Keywords: *environmental challenges, environmental protection law, dual carbon goal, sustainability*

INTRODUCTION

China's rapid economic transformation over the past four decades has positioned it as a global leader in industrial production and trade. However, this growth has come at a considerable environmental cost. The country faces critical challenges, including severe air

and water pollution, extensive resource depletion, and escalating carbon emissions (Li et al., 2020). For instance, China accounted for approximately 30% of global carbon dioxide emissions in 2020, making it the largest emitter worldwide (International Energy Agency, 2020). Industrial activities, particularly in sectors such as manufacturing, energy, and construction, are primary contributors to this environmental burden. These challenges have prompted a national call for sustainable development, integrating economic performance with environmental responsibility (Zhang et al., 2023).

The Chinese government has taken significant steps to address these issues through policy interventions and sustainability initiatives. The Environmental Protection Law (2015) introduced stricter regulations on pollution control and resource management, while the Dual Carbon Goals emphasize the transition to a low-carbon economy (Zhao et al., 2023). Additionally, the 13th Five-Year Plan for Ecological and Environmental Protection outlines strategies for reducing emissions, conserving resources, and promoting green innovation (National Development and Reform Commission, 2016). Programs such as the Beautiful China Initiative and Green Finance Guidelines further encourage enterprises to adopt eco-friendly technologies, invest in sustainability projects, and collaborate with stakeholders to achieve shared environmental goals (Zhang & Liu, 2021).

Despite these advancements, the implementation of sustainability practices in Chinese enterprises remains inconsistent. Many firms view sustainability as a compliance requirement rather than a strategic priority, limiting their ability to leverage the potential benefits of sustainable practices (Li et al., 2020). This reactive approach often results in fragmented efforts that fail to address the root causes of environmental challenges. For businesses to move beyond compliance and adopt proactive sustainability strategies, they must focus on building and leveraging their intangible resources, such as GIC (Chen, 2008).

China's rapid economic growth, driven by industrialization and urbanization, has resulted in significant environmental degradation, including severe air and water pollution, resource depletion, and greenhouse gas emissions (Zhao et al., 2023; Li et al., 2020). These environmental challenges have placed immense pressure on businesses to integrate sustainability into their operations, particularly in sectors such as manufacturing and energy, which are among the largest contributors to pollution. Recognizing the urgency of these

issues, the Chinese government has implemented various policies, including the Environmental Protection Law (2015) and the Dual Carbon Goals, to enforce stricter environmental standards and encourage sustainable practices (Zhang & Liu, 2021). While these regulatory frameworks have spurred improvements, many businesses continue to view sustainability as a compliance requirement rather than a strategic priority (Zhao et al., 2023). This study holds substantial significance for both theoretical understanding and practical applications in the domain of business sustainability. Theoretically, it contributes to the growing body of literature on Green Intellectual Capital (GIC) by situating the concept within the unique socio-economic, cultural, and regulatory context of China. While GIC has been explored in Western contexts, its application in China remains under-researched, despite the country's prominent role in global sustainability efforts. By examining how green human, structural, and relational capital contribute to business sustainability in Chinese enterprises, the study extends existing frameworks such as the Resource-Based View (RBV) and Intellectual Capital-Based View (ICBV), offering localized insights into how intangible resources drive sustainability outcomes (Chen, 2008; Hart, 1995).

LITERATURE REVIEW

Green Human Capital (GHC) refers to the environmental knowledge, skills, and attitudes of employees that enable organizations to align their operations with sustainability objectives (Chen, 2008). Employees with expertise in environmental management are essential for driving green innovation, implementing eco-friendly practices, and improving resource efficiency. For instance, workforce training on renewable energy technologies, waste management, and sustainable supply chain practices equips employees with the skills needed to meet environmental goals while enhancing organizational competitiveness (Jabbour & Santos, 2008).

The relationship between GHC and business sustainability is grounded in the Resource-Based View (RBV), which emphasizes the role of unique and valuable resources in achieving competitive advantage (Barney, 1991). In the context of sustainability, GHC serves as a strategic resource that drives economic, environmental, and social outcomes. Empirical evidence supports this link; for example, Chen et al. (2006) found that firms investing in green training programs for employees achieved higher levels of green innovation and

operational efficiency. Similarly, Jabbour et al. (2013) highlighted the positive impact of environmental knowledge on the adoption of environmental management systems, which significantly improved sustainability performance.

In China, the government's emphasis on green workforce development through initiatives such as the Green Skills Initiative highlights the importance of GHC in achieving national sustainability goals (Zhao et al., 2023). However, challenges such as resource constraints and limited awareness of sustainability among employees hinder the full realization of GHC in many Chinese enterprises. Addressing these challenges requires targeted investments in employee training and development to build a culture of environmental responsibility.

Green Structural Capital (GSC) encompasses the systems, processes, policies, and technologies that support environmental sustainability within an organization (Chen, 2008). It includes green certifications, environmental management systems, and sustainability-oriented knowledge management processes that institutionalize sustainability practices. GSC ensures consistency and scalability in implementing green initiatives, enabling firms to meet regulatory requirements and align with stakeholder expectations (Zhang & Liu, 2021).

The link between GSC and business sustainability is supported by Institutional Theory, which highlights the role of organizational structures in responding to external pressures such as regulations and market demands (DiMaggio & Powell, 1983). Firms with robust GSC are better positioned to integrate sustainability into their operations, enhancing their ability to innovate, reduce costs, and build stakeholder trust. Empirical studies confirm this relationship; for instance, firms with ISO 14001 certifications demonstrate higher levels of resource efficiency and environmental performance, contributing to long-term sustainability (Dangelico & Pujari, 2010). Chen et al. (2008) also found that green structural capital significantly enhances a firm's ability to develop and commercialize eco-friendly technologies.

In the Chinese context, regulatory frameworks such as the Environmental Protection Law (2015) and the Dual Carbon Goals incentivize firms to adopt GSC practices. These policies encourage the adoption of renewable energy technologies, waste management systems, and sustainability reporting, aligning organizational operations with national sustainability objectives (Zhao et al., 2023). Despite these advancements, the high costs associated with

implementing GSC pose challenges, particularly for small and medium enterprises (SMEs).

Green Relational Capital (GRC) refers to the external networks and collaborations that enable organizations to achieve shared sustainability goals. It includes partnerships with suppliers, customers, regulators, and community organizations, as well as participation in sustainability-focused industry alliances (Hart, 1995). These collaborations facilitate knowledge sharing, resource pooling, and co-creation of value, enhancing organizational capacity to address environmental challenges (Chen, 2008).

The relationship between GRC and business sustainability is underpinned by Stakeholder Theory, which posits that organizations must align their operations with the needs and expectations of stakeholders to achieve long-term success (Freeman, 1984). In the context of sustainability, GRC enables firms to build trust and credibility with stakeholders, enhancing their ability to access resources, enter new markets, and innovate. Empirical studies support this link; for example, Jabbour et al. (2013) found that collaborative relationships with eco-conscious suppliers significantly improved supply chain sustainability. Similarly, Chen et al. (2008) highlighted the role of stakeholder partnerships in fostering green innovation and operational efficiency.

In China, initiatives such as the Belt and Road Green Development Partnership emphasize the importance of GRC in achieving national and global sustainability objectives. These partnerships encourage collaboration between Chinese firms and international organizations to address environmental challenges through joint ventures, technology transfer, and knowledge sharing (Zhao et al., 2023). However, cultural attitudes toward collaboration and competitive pressures may limit the willingness of some firms to engage in external partnerships, underscoring the need for trust-building measures.

METHODOLOGY

The study employs a quantitative, cross-sectional research design to systematically measure the constructs and test the relationships among them. Quantitative research allows for the objective measurement of variables using validated scales and rigorous statistical techniques, ensuring reliability and replicability. A cross-sectional design, capturing data at a single point in time, is chosen to reflect the current state of GIC practices and their impact on business sustainability. This approach is particularly suitable for identifying patterns and

correlations rather than examining causal relationships over time, aligning with the study's objectives.

The target population for this study includes small and medium-sized enterprises (SMEs) and large firms operating in environmentally sensitive industries in China, such as manufacturing, energy, and technology. These industries are selected due to their significant environmental impact and their critical role in achieving national sustainability goals, such as the Dual Carbon Goals and the Beautiful China Initiative.

The study employs a multi-stage sampling approach to ensure diversity and minimize bias. First, industries with high environmental impact are identified using government data and industry reports. Second, within these industries, firms are stratified by size to capture variations in organizational practices. Finally, within each firm, purposive sampling is used to select respondents in managerial or sustainability-focused roles, such as senior managers, sustainability officers, and environmental engineers. The sample size is determined based on recommendations for Partial Least Squares Structural Equation Modeling (PLS-SEM), requiring a minimum of 10 times the maximum number of items in any construct. A target sample size of 300 respondents is set to ensure sufficient statistical power.

Data is collected using a structured questionnaire, distributed electronically via email and online survey platforms. This method is chosen for its efficiency in reaching a geographically dispersed sample across China. To ensure the clarity and relevance of the questionnaire, a pilot study is conducted with 30 respondents from the target population. Feedback from the pilot study is used to refine the survey items, ensuring that they are unambiguous and contextually appropriate.

The study adheres to ethical guidelines for research involving human participants. Respondents are informed about the purpose of the study, assured of the confidentiality of their responses, and given the option to withdraw at any time. Data is anonymized and securely stored to protect participants' privacy.

The study measures GHC, GSC, GRC, and BS using validated scales adapted from previous research. All items are rated on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The table below presents the measurement items for each construct.

RESULTS

quantitative research approach was chosen for this study because it provides a structured and objective method for measuring relationships among variables. Quantitative research enables the collection and analysis of numerical data, making it particularly suitable for hypothesis testing and assessing the strength and direction of relationships within a theoretical framework. In the context of this study, quantitative methods allow for precise measurement of constructs such as GHC, GSC, GRC, and BS using validated scales, ensuring consistency and reliability in data collection.

The choice of quantitative methods aligns with the study's aim to generalize findings to the broader population of Chinese enterprises in environmentally sensitive industries. This approach also facilitates the application of advanced statistical techniques, such as PLS-SEM, to evaluate complex models with multiple constructs and indicators. By employing a quantitative methodology, the study ensures that the results are replicable and statistically robust, contributing to the credibility of the findings.

Partial Least Squares Structural Equation Modeling (PLS-SEM) was selected as the primary analytical technique for several reasons. First, PLS-SEM is particularly suited for exploratory research and models with multiple constructs and indicators. Unlike covariance-based SEM, PLS-SEM does not require strict assumptions about data normality, making it robust for survey data, which often deviates from normal distributions. Additionally, PLS-SEM is effective for smaller sample sizes, as it focuses on maximizing the explained variance (R^2) in the dependent variables rather than achieving perfect model fit.

In this study, PLS-SEM is advantageous because it allows for simultaneous evaluation of the measurement model (reliability and validity of constructs) and the structural model (hypothesized relationships among constructs). The technique provides detailed insights into the predictive power of the independent variables (GHC, GSC, and GRC) on the dependent variable (BS). Moreover, PLS-SEM's capability to assess direct and indirect effects aligns with the study's objectives, ensuring a comprehensive analysis of the proposed framework.

The Fornell-Larcker analysis confirmed that all constructs exhibited discriminant validity, indicating that they are conceptually distinct from one another.

Table 2: Measurement Model Evaluation

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Green Human Capital (GHC)	0.85	0.88	0.62
Green Structural Capital (GSC)	0.89	0.92	0.70
Green Relational Capital (GRC)	0.87	0.91	0.68
Business Sustainability (BS)	0.88	0.90	0.65

The results confirm that all constructs in the model are reliable and valid, providing a robust foundation for testing the structural relationships.

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